

Planning, Building and Code Enforcement Department

Stephen M. Haase, Director

M I S S I O N

Guide the physical change of San Jose to create
and maintain a safe, healthy, attractive and
vital place to live and work

Core Services

Long Range Land Use Planning

Develop land use plans and policies
to guide the future physical growth of the City

Development Plan Review & Building Construction Inspection

Manage and review development and construction applications to allow issuance
of permits in compliance with applicable codes and policies

Community Code Enforcement

Enforce and promote compliance with local and State codes to ensure a safe,
healthy and attractive community

Strategic Support: Administration, Clerical Services, Employee Services,
Fiscal Services, Human Resources, Information Systems, Marketing and
Outreach, Safety/Wellness

Planning, Building and Code Enforcement Department

Budget Summary

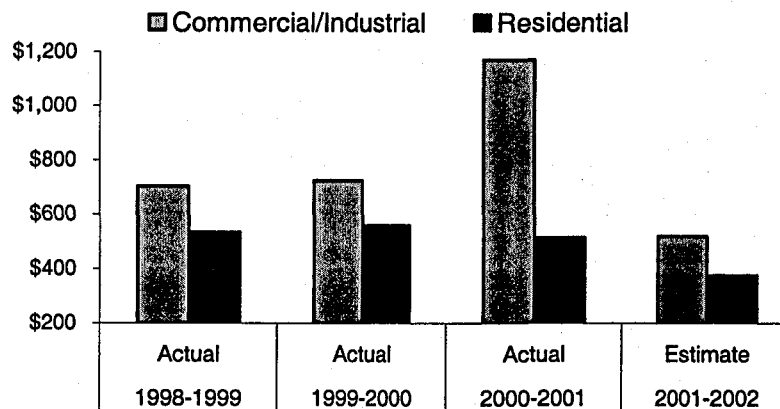
	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	377.50	347.00	(8.1%)
Department Budget (All Funds)	\$ 37,200,757	\$ 34,347,951	(7.7%)

Budget Highlights 2002-2003

- ☐ Approved reduction to Building Fee Program, eliminating 20.6 positions, to respond to reduced levels of building construction activity.
- ☐ Approved reduction to Planning Fee Program, eliminating 4.7 positions and redeploying of four other staff, to respond to reduced activity levels in development projects.
- ☐ Approved fee increases to support appropriate staffing levels to respond to projected activity levels in the development program.
- ☐ Redeployment of a portion of Code Enforcement staff to other funding sources (Redevelopment Agency and Healthy Neighborhoods Venture Fund) to address blight issues and an expanded Neighborhood Clean-Up program in the Strong Neighborhoods Initiative areas.
- ☐ Redeployment of staff to conduct at least three General Plan Hearings per year and elimination of three planning positions that may result in delays in response times to public inquiries and certain long range planning activities.

Budget

Value of Construction (adjusted for inflation) Approved by the Planning, Building and Code Enforcement Department (in \$ millions)



Construction Valuation is calculated based on national construction standards which estimate the cost of construction based on the use of the development being constructed, the type of materials used, and the regional economy. This graph represents the increase in development activity processed by the Planning, Building and Code Enforcement Department over the past four years.

Planning, Building and Code Enforcement Department

Department Overview

The Planning, Building and Code Enforcement Department (PBCE) is busy facing the challenge of delivering services identified as high priorities by residents in a period of resource constraints. Staff reductions, funding shifts, and redeployments are some of the tools the Department is employing to address forecasted revenue shortfalls in the General Fund and in the Planning and Building development fee programs. The Department's strategy in this budget is the preservation of programs and services identified as Council priorities, while targeting reductions to minimize the impacts on base service levels. High priority efforts in the Department include completing Strong Neighborhoods Initiative (SNI) area plans and delivering consistent proactive code enforcement in those areas, supporting multiple General Plan Hearings to facilitate housing production, and providing efficient and timely development review in order to keep San Jose competitive in attracting appropriate development projects in a slower economy.

PBCE is a primary partner in the Economic and Neighborhood Development (END) City Service Area. END's mission is to manage growth and change in the City of San Jose in order to create and preserve healthy neighborhoods, and ensure a diverse range of employment and housing opportunities. Each of PBCE's core services, Long Range Land Use Planning, Community Code Enforcement, and Development Plan Review and Building Construction Inspection, are in alignment with the three outcomes of the CSA: 1) *Strong Economic Base*, 2) *Diverse Range of Housing Opportunities*, and 3) *Safe, Healthy, Attractive and Vital Community*. PBCE's 2002-2003 approved investments are part of a collaborative effort with END's other primary departmental

partners: Conventions, Arts and Entertainment; Fire; Housing; Office of Economic Development; Public Works; and the Redevelopment Agency. These collaborative efforts work to continue to improve economic opportunity and enhance the quality of life throughout the City despite budgetary constraints.

Long Range Land Use Planning

The creation and maintenance of a safe, healthy, attractive, and vital community will remain a central focus of the City's long-range land use planning efforts in 2002-2003. Staff will also be engaged in the examination of amendments to the zoning code to improve processes further, address new development issues or clarify existing provisions. Participation in the Watershed Management Initiative and other regional planning activities will also be an important focus in 2002-2003, demonstrating San Jose's ongoing commitment and leadership in Smart Growth. The following discussion details the highest priority efforts in this core service.

Multiple General Plan Hearings - In the fall of 2001, the City Council directed the Department to hold at least three General Plan Hearings per year instead of a single Annual Review as in past years. The Department began implementation of the multiple hearings in 2002 without any additional resources. While this additional workload impacted and delayed other long range planning activities (e.g., the completion of a lighting policy, a security ordinance, and the fiscal study component of the Housing Production Team Recommendations), staff received a favorable response from developers who appreciate the increased flexibility in the development process that multiple hearings allow.

Planning, Building and Code Enforcement Department

Department Overview (Cont'd.)

Long Range Land Use Planning (Cont'd.)

Strong Neighborhoods Initiative - Planning staff continues to be very active in meeting with neighborhood groups to develop neighborhood improvement plans for SNI areas. Thirteen such plans were completed and brought to the City Council by the end of 2001-2002. An additional seven plans will be completed and reviewed by the City Council during the first half of 2002-2003. With the completion of the SNI plans, staff will be assisting in the implementation of the numerous action items that were generated by the process. The Redevelopment Agency agreed to continue funding one Planner and one Planning Technician through 2002-2003 to complete this effort.

Housing Opportunities Study - In 1999-2000, the City Council approved the initiation of a Housing Opportunities Study. This effort is focusing on identifying possible sites for higher density residential and mixed-use development along the City's Transit-Oriented Development Corridors. The first phase included General Plan amendments capturing opportunities along the Capitol Corridor. This effort continued in 2001-2002 with a second phase focusing on the Stevens Creek Boulevard/West San Carlos Street and Santa Clara Street/Alum Rock Avenue Corridors. A third and final phase, which includes the remaining corridors (Guadalupe, Vasona, and Winchester), also began in 2001-2002 and will be completed in 2002-2003.

Development Plan Review & Building Construction Inspection

Development Activity - From 1995-1996 through 2000-2001, development activity in

San Jose reached unprecedented levels, resulting in extremely heavy workloads in the Planning and Building Divisions of the Department. Because the development boom was larger, and continued longer, than anyone could have predicted, the Department was continuously struggling to staff up to meet the demand for services. As a result, customer service suffered and the service obligation fee reserves grew larger.

To address customer service issues, significant staffing resources were added in 2000-2001 and 2001-2002 in the Building and Planning programs with funding from the fee reserves. While the workload remained at a high level due to the record activity of the past several years, it became apparent in the last few months of 2000-2001 that the number of new permit applications was falling significantly. In response, PBCE decided not to fill the new development-related positions added in 2001-2002. As the lower volume of development applications continued in the early months of 2001-2002, hiring to fill vacancies that occurred due to attrition was also suspended.

While not filling the new positions and vacancies that occurred delayed the Department's ability to return processing and inspection cycle times to targeted levels, the Planning and Building Fee Programs are better positioned now to respond to the economic realities of 2002-2003. While estimates for 2001-2002 assumed a 7-10% decline in fee revenue, the drop-off in activity was actually much more precipitous. Overall, 2001-2002 revenues for valuation of construction to be approved by PBCE was 45% below the record 2000-2001 level.

Planning, Building and Code Enforcement Department

Department Overview (Cont'd.)

Development Plan Review & Building Construction Inspection (Cont'd.)

Development Revenue and Fees: Use of Fee Reserves - Compounding the difficulty in "right-sizing" the organization for a different level of development activity is the underlying imbalance between fees and the actual cost of providing the service levels desired by the Department's customers. During the past eight years of unprecedented development activity, fees were not increased to keep up with increasing staff and technology costs until 2001-2002, when incremental phased-in increases in Planning fees and the Building hourly rate were initiated. As a result, many development service fees are now 25-40% below the full cost of providing the service. The effect of this growing gap has been masked in recent years by the revenue surplus that was created as the Department struggled to hire and train staff fast enough to keep up with the demand for services. On the aggregate level, recent analysis indicates that current year revenue from Building fees is recovering only 75.7% of the cost of service while Planning's fees are recovering only 65.9% of costs. Now that activity levels have fallen, service fees are not generating enough revenue to pay for the staffing level that corresponds to activity demands and must be supplemented from reserves in the short term.

Approved Fee Changes - The Department met with the development community to share information on the fee to cost-of-service imbalance prior to the approval of fee adjustments. Without significant fee adjustments, the Department's ability to provide development services in a timely manner would be severely impacted. Reacting to feedback from the development community, the approved increases in this budget are phased-in over two and three years to help mitigate the immediate cost impact for customers. It is important to remember,

however, that the development community has consistently told the Department that the provision of timely service is the most important factor in their economic equations. Service delays can easily cost developers far more than service fees. With that in mind, the approved package of staff reductions and fee increases was crafted to allow Planning and Building to maintain development service processing and inspection times at targeted levels.

PBCE's approved package of development fee adjustments for 2002-2003 included updating the Building Permit Fee Table, cost-recovery increases to Planning (10%) and Building (5.5%) fees, and minor new user fees in both programs that are intended to assign specific public information costs directly to those receiving services instead of the development community at large. These fee adjustment packages are explained in more detail in the 2002-2003 Fees and Charges Report.

Performance and Customer Service Issues

Despite the significant drop in new development applications during 2001-2002, staff workload remained high as the processing and inspection obligations from last year's record activity were completed. As noted earlier, the decision not to fill newly budgeted positions and not to backfill vacancies negatively impacted the Department's ability to restore processing and inspection times to targeted levels in 2001-2002. The Building Division continued to use mandatory overtime, temporary redeployment of staff, and a reduction in training time to minimize delays as much as possible. As the 2001-2002 fiscal year progressed, and staff worked through the obligations from last year's activity, the cycle times gradually improved to a point where cycle time targets were being met. This cycle time improvement is a good indicator that an equilibrium of staffing to workload was reached. Mandatory overtime is sometimes still

Planning, Building and Code Enforcement Department

Department Overview (Cont'd.)

Development Plan Review & Building Construction Inspection (Cont'd.)

Performance and Customer Service Issues - (Cont'd.)

required to meet inspection targets, but that requirement should be alleviated if the current level of activity continues while the last of the obligation from the development boom is being serviced.

Staff will continue to streamline the delivery of Public Information Services to developers and the general population. This streamlining is particularly important given the approved reductions to Planning Public Information staff. In accordance with the Mayor's Message, the single point of contact for non-profit organizations for development projects will be maintained. A detailed discussion of the impacts of approved position cuts and redeployments in the Planning and Building Fee Programs may be found in the Development Plan Review and Building Construction Inspection Core Service Performance and Resource Overview.

City-Wide Development Services Study -

The City engaged Zucker Systems to perform a comprehensive study of the City's development services functions. Zucker Systems has prepared the three prior Business Climate Study reports for the City in 1992, 1994 and 2001. This latest study will include an in-depth review of the operations, policies and procedures for all departments and divisions involved in the processing of development applications. The primary focus of the study involves the Planning and Building Divisions of PBCE as well as the Public Works and Fire Departments. The consultant will also review related activities in the Housing and Transportation Departments as well as the Redevelopment Agency and the Office of Economic Development. The study is expected to take approximately four months

and will provide recommendations for changes and improvements in the delivery of development services.

San Jose Permits On-Line and Document Imaging -

The City's four development services programs (Planning, Building, Public Works, and Fire) are now connected by the implementation of the San Jose Permits On-Line System (formerly called the Integrated Development Tracking System during its initial implementation phase). The system allows the development services partners to share information, calculate fees, record project information, and track staff assignments. As more and more documents and plans from all four programs are imaged and stored digitally, the ability of customers and staff to locate and retrieve documents will be greatly enhanced. By the end of 2002-2003, it is anticipated that the imaging system's functionality will be expanded to provide access to Internet users as well. This will allow anyone the ability to view currently available public documents associated with development permits over the Internet.

Other Development Related Issues

Habitat Conservation Plan - The City, in conjunction with the biological opinion for the Bailey/Hwy 101 interchange, is committed to the preparation and adoption of a Habitat Conservation Plan (HCP) and a Natural Community Conservation Plan (NCCP) that would manage the impacts of development on endangered species and wetlands. It is expected that the proposed HCP/NCCP will be prepared under the leadership of the City of San Jose in collaboration with the United States Fish and Wildlife Service and the California Department of Fish and Game. It is also expected that the effort likely will involve one or more other local agencies within Santa Clara County (possibly the County of Santa Clara, the Santa Clara Valley Water District, and/or the Santa Clara Valley Transportation

Planning, Building and Code Enforcement Department

Department Overview (Cont'd.)

Development Plan Review & Building Construction Inspection (Cont'd.)

Habitat Conservation Plan – (Cont'd.)

Authority). The preparation and implementation of the HCP will require a long-term commitment of City staff and resources.

Community Code Enforcement

Code Enforcement provides services that are very popular with residents and given a high priority by the City Council. Because much of Code Enforcement's staff is supported by the General Fund, the challenge for Code Enforcement in 2002-2003 will be to continue to provide service through new programs recently adopted or endorsed by the Council (e.g., the Auto Body Shop, Abandoned Shopping Cart, Blight Ordinance, and expanded Neighborhood Clean-up programs) while minimizing the impact of resource cuts on its core activity of responding to resident complaints. Despite reduced resources, Code Enforcement's prompt response to health and life safety issues will continue to be the top priority and service on those calls should not be significantly diminished. For 2002-2003, the Code Enforcement program was approved to shift funding for five positions and the deletion of one Senior Office Specialist and one Code Enforcement Inspector. The service impacts of this strategy are discussed in the Community Code Enforcement Core Service section.

The Strong Neighborhoods Initiative and Proactive Code Enforcement - In 2002-2003, Code Enforcement will continue to deploy the proactive "Driveway Team", which focuses on neighborhood priorities within SNI areas. This team will be a key resource for addressing issues on the SNI neighborhood priority lists. With the help of funding from the Redevelopment Agency, the Neighborhood Clean-up Program will be expanded in SNI areas. In addition to funding one inspector, the Agency will pay the costs of bins and bin monitoring for an additional 26 clean-ups in SNI areas. In accordance with the Mayor's Message, additional funding was included in this budget from the Agency to increase anti-litter and illegal dumping activities in these areas.

Strategic Support

Staff Retention and Training - Staff retention has been a major problem for the Department in recent years and the loss of experienced staff has affected productivity. Attrition has slowed somewhat due to the weakened economy, but retaining and developing staff remains a top Department priority. In the midst of the development boom, training was often a casualty of the heavy workload. While the activity level has allowed the reinstatement of the combination inspection training in Building, finding time and resources for proper training remains a challenge. Planning is exploring alternative ways of mentoring and developing staff. Having knowledgeable and experienced staff is an effective process improvement in itself.

Planning, Building and Code Enforcement Department

Department Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Long Range Land Use Planning	N/A	N/A	\$ 3,165,564	\$ 3,786,162	N/A
Development Plan Review and Building Construction Inspection	N/A	N/A	23,528,871	20,709,669	N/A
Community Code Enforcement	N/A	N/A	8,776,797	8,626,972	N/A
Strategic Support	N/A	N/A	1,093,687	1,225,148	N/A
Total	\$ -	\$ -	\$ 36,564,919	\$ 34,347,951	N/A
Dollars by Program					
Mgmt. & Admin. Services	\$ 1,128,122	\$ 1,778,124	N/A	N/A	N/A
Planning Services	3,200,814	4,441,414	N/A	N/A	N/A
Plan Implementation	3,005,443	4,174,814	N/A	N/A	N/A
Building Division	13,668,867	17,859,656	N/A	N/A	N/A
Code Enforcement	8,334,394	8,946,749	N/A	N/A	N/A
Total	\$ 29,337,640	\$ 37,200,757	\$ -	\$ -	N/A
Dollars by Category					
Personal Services					
Salaries/Benefits	\$ 24,915,707	\$ 30,288,878	\$ 33,273,427	\$ 30,690,321	1.3%
Overtime	1,086,797	587,677	357,940	357,940	(39.1%)
Subtotal	\$ 26,002,504	\$ 30,876,555	\$ 33,631,367	\$ 31,048,261	0.6%
Non-Personal/Equipment	3,335,136	6,324,202	2,933,552	3,299,690	(47.8%)
Total	\$ 29,337,640	\$ 37,200,757	\$ 36,564,919	\$ 34,347,951	(7.7%)

Planning, Building and Code Enforcement Department

Department Budget Summary (Cont'd.)

	2000-2001 Actual 1	2000-2001 Adopted 2	2001-2002 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Dollars by Fund					
General Fund	\$ 26,900,713	\$ 34,440,655	\$ 33,726,694	\$ 31,143,643	(9.6%)
Airport Maint & Opers	22,662	45,684	56,573	56,573	23.8%
Healthy Neighborhoods	N/A	N/A	N/A	82,067	N/A
Comm Dev Block Grant	2,014,794	2,057,826	2,234,215	2,234,215	8.6%
Low/Mod Income Housing	213,734	286,190	133,772	256,972	(10.2%)
Sewer Svc & Use Charge	84,768	110,207	128,735	128,735	16.8%
Storm Sewer Operating	40,681	82,690	87,686	87,686	6.0%
Capital Funds	60,288	177,505	197,244	358,060	101.7%
Total	\$ 29,337,640	\$ 37,200,757	\$ 36,564,919	\$ 34,347,951	(7.7%)
Authorized Positions	344.00	377.50	376.50	347.00	(8.1%)

Note: The City of San Jose is in the final year of a three year transition to a Performance-Based Budget. As a main step in the process, all departments and City Council appointees identified their major lines of business or "Core Services" delivered to customers. Departmental budget sections are now presented by Core Services, rather than Programs, with performance measures and adopted budget changes detailed. For fiscal year 2002-2003 (as part of the budget transition), Program information is now only available for the display of 2000-2001 Actual and 2001-2002 Adopted Budget data.

Planning, Building and Code Enforcement Department

Budget Reconciliation

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2001-2002):	377.50	37,200,757	34,440,655
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Moving Costs		(1,133,150)	(1,133,150)
• Rebudget: Housing Opportunities Study		(430,100)	(369,450)
• Rebudget: Imaging Center		(130,000)	(130,000)
• Rebudget: Historic Resources Survey		(75,000)	(75,000)
• Rebudget: Website consultant		(55,000)	(55,000)
• Rebudget: Architectural Analysis/University Area		(35,000)	(35,000)
• Rebudget: Neighborhood Revitalization		(24,750)	(24,750)
• Rebudget: Training		(20,000)	
• Rebudget: Anti-Discing Ordinance		(15,000)	(15,000)
• First year funding for new staff		(665,333)	(665,333)
• Overtime for Building Fee Program		(250,000)	(250,000)
• Strong Neighborhoods Initiative Plan Development		(250,000)	(250,000)
• Housing Opportunities Study/Year 2		(176,900)	(132,300)
• Fiscal Analysis/Land Use Policy		(150,000)	(112,500)
• Network Maintenance and Support		(115,000)	(115,000)
• Imaging Center		(117,212)	(117,212)
• Design Review Architect		(50,000)	(50,000)
• Digitizing services		(50,000)	(50,000)
• Work-in-Progress Review		(40,000)	(40,000)
• Student interns		(30,000)	(30,000)
• Coyote Valley Field Office		(30,000)	(30,000)
• Replacement of landfill inspection vehicle		(28,000)	(28,000)
One-time Prior Year Expenditures Subtotal:	0.00	(3,870,445)	(3,707,695)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes and the following position reallocations:		2,865,418	2,625,918
- Deputy Director, Plan Implementation to Dep Director			
- Planning Technician to Geographics Systems Specialist			
- 2.0 Sr Office Specialists to Principal Office Specialists			
- 3.0 Office Specialists to Terminal Operators			
- 2.0 Sr Word/Mirco Process Ops to Sr Office Specs			
- Plan Check Engineer to Associate Architect			
- 19.0 Permit Techs to Permit Specialists (Retitling)			
- 8.0 Permit Specialists to Sr Permit Specialists			
- Sr Permit Technician to Sr Permit Specialist			
- Sr Office Specialist to Office Specialist			
- 3.0 Staff Technicians to Staff Specialists			
- Program Manager to Division Manager			
- 2.0 Code Enforcement Insps to Source Control Insps			
- 5.0 Office Specs to Sr Office Specialists			
- 2.0 Supvg Office Specialists to Principal Office Specs			

Planning, Building and Code Enforcement Department

Budget Reconciliation (Cont'd.)

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Base Adjustments (Cont'd.)			
Technical Adjustments to Costs of Ongoing Activities (Cont'd.)			
• Elimination of Plan Check Engineer position to complete implementation of the Information Development Tracking System project	(1.00)	(94,866)	(94,866)
• Annualization of various positions added in 2001-2002		241,260	239,887
• Annualization of imaging center		67,000	67,000
• Additional General Plan Updates, Environmental Reviews and Public Outreach expenditures		64,500	64,500
• Legal noticing requirements for public outreach policy		30,000	30,000
• Transfer from Fire Department FileNet maintenance contracts for the imaging center		17,000	17,000
• Technical adjustments to reflect latest CDBG award		15,000	15,000
• Plotter and copier lease increases		14,955	14,955
• FileNet maintenance contract increase		4,640	4,640
• Aerial photo contract increases		1,000	1,000
• Changes in vehicle maintenance and operations costs		8,700	8,700
Technical Adjustments Subtotal:	(1.00)	3,234,607	2,993,734
2002-2003 Forecast Base Budget:	376.50	36,564,919	33,726,694
Investment/Budget Proposals Approved			
Long Range Land Use Planning			
- Public Information for Planning Services	(2.00)	(146,659)	(146,659)
- Planning Fee Program	(1.00)	(117,972)	(117,972)
- Strong Neighborhoods Initiative Plan Development	2.00	172,429	172,429
- Rebudgets: Historic Resources Survey and Special Studies		115,000	115,000
- Rebudgets: Housing Opportunities		597,800	474,600
Long Range Land Use Planning Subtotal:	(1.00)	620,598	497,398
Development Plan Review and Building Construction Inspection			
- Building Fee Program	(20.60)	(2,358,311)	(2,358,311)
- Planning Fee Program	(3.70)	(421,652)	(582,468)
- Planning Services - Non-Profit Assistance	(1.00)	(91,284)	(91,284)
- Changes in Vehicle Maintenance Staffing Levels		(6,955)	(6,955)
- Rebudgets: Planning Vehicle and Imaging Server		59,000	59,000
Development Plan Review/Bldg Const Inspect Subtotal:	(25.30)	(2,819,202)	(2,980,018)

Planning, Building and Code Enforcement Department

Budget Reconciliation (Cont'd.)

(2001-2003 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Investment/Budget Proposals Approved (Cont'd.)			
Community Code Enforcement			
- General Code Enforcement Reduction	(2.00)	(143,972)	(143,972)
- Community Code Enforcement Funding Reallocation		0	(82,067)
- Changes in Vehicle Maintenance Staffing Levels		(6,045)	(6,045)
- Technical Adjustment/Transfer Systems Application Programmer to Information Technology Department	(1.00)	(82,808)	(82,808)
- Rebudget: Vehicles		83,000	83,000
Community Code Enforcement Subtotal:	(3.00)	(149,825)	(231,892)
Strategic Support			
- Public Information Marketing and Outreach	(0.20)	(19,659)	(19,659)
- Network Maintenance and Support		96,120	96,120
- Rebudget: Website Consultant		55,000	55,000
Strategic Support Subtotal:	(0.20)	131,461	131,461
Total Investment/Budget Proposals Approved	(29.50)	(2,216,968)	(2,583,051)
2002-2003 Adopted Budget Total	347.00	34,347,951	31,143,643

Planning, Building and Code Enforcement Department

Core Service: Long Range Land Use Planning
City Service Area: Economic & Neighborhood Development

Core Service Purpose

Develop land use plans and policies to guide the future physical growth of the City.

Key Operational Services:

- | | |
|--|--|
| <input type="checkbox"/> City-wide Land Use Planning
(General Plan) | <input type="checkbox"/> Specific/Area Planning |
| <input type="checkbox"/> Historic Preservation | <input type="checkbox"/> Neighborhood Revitalization |
| | <input type="checkbox"/> Policy/Ordinance Development |

Performance and Resource Overview

The following are desired outcomes of this core service: a General Plan that is kept relevant and current through the incorporation of approved amendments; a Zoning Code that is clear and current; and land use plans, maps, and documents that are clear, comprehensive, and accessible to customers. This core service contributes to all three primary outcomes of the Economic and Neighborhood Development City Service Area: 1) *Strong Economic Base*, 2) *Diverse Range of Housing Opportunities*, and 3) *Safe, Healthy, Attractive and Vital Community*.

Budget Strategy

Three vacant positions with specialized functions, a Principal Planner, a Planner II, and a Planning Technician were approved for deletion in this budget. The Principal Planner position was designated as the process expert for the implementation phase of the Integrated Development Tracking System, now known as the San Jose Permits On-Line System (SJPOL). This function will need to be absorbed by staff at the Senior Planner level, as the work of fully integrating the new system with Planning's business process will be ongoing through 2002-2003. Refinements to the system and improvements to the process are both being considered. Considerable staff time in Planning was devoted to ensuring that the crucial elements of Planning's business process were reflected in SJPOL. Deletion of this position will reduce costs in the Planning Fee Program.

The loss of the Planner dedicated to providing Code Enforcement staff with Planning policy and regulation information will have some impact on the response time of Code Enforcement staff. The Department is exploring ways for other Planning staff members to deliver timely responses to inquiries from Code Enforcement, recognizing that this additional workload may affect the timely delivery of other planning services. In addition, multiple Planning contacts for Code Enforcement, instead of a single point of contact, creates challenges for consistent service delivery. The Planning Technician position that was approved for deletion designed and produced brochures on the planning process and provides research support for the public information counter staff. Deletion of these latter two positions will provide savings in the General Fund.

Planning, Building and Code Enforcement Department

Core Service: Long Range Land Use Planning
City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

Strong Neighborhoods Initiative (SNI)

Planning staff has been very active in meeting with neighborhood groups to develop neighborhood improvement plans for SNI areas. Thirteen such plans were completed and brought to the City Council by the end of 2001-2002. An additional seven plans will be completed and reviewed by the City Council during the first half of 2002-2003. While the original timetable called for all 20 plans to be completed in 2001-2002, input from residents through the Neighborhood Action Committees (NACs) caused the scope of many of the area plans to be expanded and the target completion dates to be extended. With the completion of the SNI plans, staff will be assisting in the implementation of the numerous action items that were generated by the process. The Redevelopment Agency agreed to continue funding one Planner and one Planning Technician for 2002-2003 to complete this effort.

Specific/Area Planning

The only specific or area plan scheduled for completion in 2001-2002, given staff's all out effort on Neighborhood Improvement Plans for SNI, was the East Gardner Specific Plan. Delays due to coordination issues with the SNI Neighborhood Improvement Plan in the same area kept this plan from being completed before the end of the 2001-2002. This plan is now expected to go to the City Council in December 2002.

The performance measure that tracks the percentage of acres where new development occurs within five years of specific plan adoption remained unchanged due to the downturn in the economy. This performance measure's target for 2002-2003 is a more cautious estimate for development in the three specific plan areas (Alviso, Tamien, and Rincon South) that this measure tracks due to the economic slowdown.

City-Wide Land Use Planning

In the fall of 2001, the City Council directed the Department to hold at least three General Plan Hearings per year instead of a single Annual Hearing as in past years. Implementation of the multiple hearings began in 2002 without any additional resources. While this additional workload impacted and delayed other long range planning activities, (e.g., the completion of a lighting policy and a security ordinance), the multiple opportunities for General Plan Amendment submittals received a favorable response from the development community. Developers appreciate the increased flexibility in the development process that multiple hearings allow.

In the 2001-2002 budget, funding was appropriated for a fiscal impact study of the Mayor's Housing Production Team recommendations that were intended to increase the availability and speed the production of housing units in the City. Due to the workload impacts of the implementation of additional General Plan Hearings and a Principal Planner vacancy, the fiscal impact study was delayed and will not be completed until 2002-2003. A consulting firm with experience in land use

Planning, Building and Code Enforcement Department

Core Service: Long Range Land Use Planning
City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

City-Wide Land Use Planning (Cont'd.)

economics at the municipal level will assess the fiscal implications of different mixes of land use than those currently planned.

In 1999-2000, the City Council approved the initiation of a Housing Opportunities Study. This effort is focused on identifying possible sites for higher density residential and mixed use development along the City's Transit-Oriented Development Corridors. The first phase included General Plan amendments capturing opportunities along the Capitol Corridor. This effort continued in 2001-2002 with a second phase focusing on the Stevens Creek Boulevard/West San Carlos Street and Santa Clara Street/Alum Rock Avenue Corridors. Due to delays in completing the environmental impact reports and traffic studies, the second phase will not be completed until 2002-2003. A third and final phase, which includes the remaining corridors (including S. Capitol and Winchester), will be completed in 2002-2003.

Impact of Development Review Cuts

It should be noted that significant staff cuts and redeployments approved to balance the budget in the Planning Fee Program has left the Development Review Team at a staffing level that may not be able to meet performance targets without assistance from other Planning sections. Because the Department is making a commitment to customers to meet development review performance targets, staff resources from Long Range Planning may be borrowed or redeployed to the Development Review Team as needed to meet processing time targets. To the extent that these redeployments occur, performance impacts on programs in this core service may occur. Potential performance impacts would be delays in long range planning efforts, such as the completion of the East Gardner Specific Plan or the completion of Census 2000 data analysis.

Performance Measure Development





The performance measures for Long Range Land Use Planning remain unchanged from those in the 2001-2002 Adopted Budget.

The survey to determine the percentage of people rating the planning process as "good" or "excellent" per the customer service performance measure was conducted during the fourth quarter of 2001-2002. Though public outreach to as many community members as possible in the SNI planning process brought in more people and more diverse viewpoints, making it harder to please everyone with the outcomes, the Department still anticipates that the 80% target will be met.

Planning, Building and Code Enforcement Department

Core Service: Long Range Land Use Planning
City Service Area: *Economic & Neighborhood Development*

Performance and Resource Overview (Cont'd.)

Long Range Land Use Planning Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of acres where new development occurs within five years of Specific Plan adoption	14%	42%	14%	25%
 % of Plans completed within targeted cost				
Neighborhood Improvement Plans:	100%	100%	100%	100%
Specific/Area Policy Plans:	100%	100%	-	100%
 % of Plans completed within targeted time				
Neighborhood Improvement Plans:	100%	100%	100%	100%
Specific/Area Policy Plans:	100%	100%	0%	100%
 % of planning process participants rating service as "good" or "excellent"	80%	80%	TBD*	80%

* See Performance Measure Development Section

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
# of Scheduled/Completed Neighborhood Revitalization/Improvement Plans	1 of 1	21	13 of 20	7
# of Scheduled/Completed Specific/Area Policy Plans	0 of 0	1	0 of 1	1
# of General Plan Amendments	47	50	98	75

Planning, Building and Code Enforcement Department

Core Service: Long Range Land Use Planning
City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

Long Range Land Use Planning Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 2,838,621	\$ 2,788,201	N/A
Non-Personal/Equipment	N/A	N/A	326,943	997,961	N/A
Total	\$ -	-	\$ 3,165,564	\$ 3,786,162	N/A
Authorized Positions	N/A	N/A	33.45	32.45	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY

1. Public Information for Planning Services (2.00) (146,659) (146,659)

This action eliminates two vacant positions (Planner and Planning Technician) in the Planning Services Division. The planner provided planning consultant services to the Code Enforcement division. The Public Information Planning Technician deletion eliminates one team of 10 who are assigned to respond to inquiries from the general public and development industry. Code Enforcement Inspectors will receive basic overview training on zoning issues and Planning staff will continue to assist on complex issues. (Ongoing savings: \$146,659)

Performance Results:

Quality/Cycle Time These funding reductions could delay the resolution of Code Enforcement cases with complex zoning issues due to the loss of the Planner dedicated to Code Enforcement. These reductions could also reduce the timely delivery of other planning services as the workload is spread to other Planning staff.

Planning, Building and Code Enforcement Department

Core Service: Long Range Land Use Planning
City Service Area: Economic & Neighborhood Development

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY (CONT'D.)

2. Planning Fee Program	(1.00)	(117,972)	(117,972)
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In order to address a gap between revenues and expenditures of \$2.4 million while aligning staffing levels with customer service demands in the Planning Fee program, various actions were approved. These actions include the elimination of 4.7 vacant positions department-wide (Principal Planner, 2.5 Planners, Planning Technician and 0.20 Marketing and Outreach Officer); redeployment of four Planners to address project conformance issues to the Building fee program (2.00) and for capital development reviews (2.0); non-personal/equipment reductions totaling \$90,000; establishment of new fees (preliminary application review and public information services); phasing in fee increases (10%) to improve cost-recovery rates, and use of an existing fee reserve (\$783,793). Of the positions to be eliminated, only the Principal Planner is budgeted in the Long Range Land Use core service. The remaining positions approved for elimination are budgeted in the Development Plan Review and Construction Inspection core service. (Ongoing savings: \$117,972)

Performance Results:

Cycle Time Development review fee program will achieve agreed upon response times for services.

Cost Reduces costs and implements phased fee changes to match projected development activity.

3. Strong Neighborhoods Initiative Plan Development	2.00	172,429	172,429
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This action provides funding to continue a Planner and Planning Technician that were added on a one-time basis in 2001-2002 to support the development of Neighborhood Improvement Plans for each of the Strong Neighborhoods Initiative areas. Thirteen such plans were brought to the City Council by the end of 2001-2002, with seven plans outstanding. Continuation of these positions will be necessary to complete those seven plans and to assist in the implementation of the numerous action items generated by the process. The cost of these positions will be fully reimbursed by the Redevelopment Agency. (Ongoing cost: \$0)

Performance Results:

Quality/Cycle Time Continued resources will complete the remaining eight neighborhood improvement plans during 2002-2003 and assist in implementation of a portion of the completed plans.

4. Rebudgets: Historic Resources Survey and Special Studies		115,000	115,000
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The rebudget of unexpended 2001-2002 funds will allow the Department to complete another phase of the Historic Resources Survey (\$105,000) and a number of special studies that are of interest to the City Council, including the Riparian Corridor Action Plan (\$10,000). (Ongoing cost: \$0)

Performance Results: N/A (Final Budget Modification)

Planning, Building and Code Enforcement Department

Core Service: Long Range Land Use Planning
City Service Area: *Economic & Neighborhood Development*

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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DIVERSE RANGE OF HOUSING OPPORTUNITIES

5. Rebudgets: Housing Opportunities 597,800 474,600

The rebudget of unexpended 2001-2002 funds will allow the Department to complete the fiscal impacts associated with converting commercial/industrial lands to housing and other supportive issues (\$150,000) and phase III of the Housing Opportunities Study (\$447,800). (Ongoing cost: \$0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	(1.00)	620,598	497,398
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Planning, Building and Code Enforcement Department

Core Service: Development Plan Review & Building Construction Inspection
City Service Area: Economic & Neighborhood Development

Core Service Purpose

Manage and review development and construction applications to allow issuance of permits in compliance with applicable codes and policies.

Key Operational Services:

- ☐ **Review of Land Use, Rezoning, Development Applications & Plans for Compliance with Zoning Code, Standards, Policies and Guidelines**
- ☐ **Review of Construction Plans and Calculations for Compliance with Building Code Standards, Policies and Guidelines**
- ☐ **Environmental Review**
- ☐ **Issue all Types of Permits**
- ☐ **Construction Inspection**
- ☐ **Public Information Services**

Performance and Resource Overview

The desired outcomes for this core service are to facilitate issuance of permits and compliance with codes, policies, guidelines and standards and, through these efforts, to ensure safe, healthy and attractive development. The Department's continued challenge is to provide planning and building services that allow development to be planned, approved and inspected at a pace that is consistent with the economic realities of the competitive development environment.

Development Activity

While the workload remained at a high level due to the record activity of the past several years, it became apparent in the last two months of 2000-2001 that the number of new projects coming through the door was falling significantly. In response, the Department decided not to fill the new development related positions added in 2001-2002. As the lower level of development applications continued in the early months of 2001-2002, hiring to fill vacancies that occurred due to attrition was also suspended. Not filling the new positions and vacancies that occurred delayed the Department's ability to return processing and inspection cycle times to targeted levels as the measures shown in this section illustrate. As the service obligations associated with the record revenue of 2000-2001 were worked through 2001-2002, Planning and Building's cycle times began to improve. In April 2002, Building reached their cycle time targets and Planning began to reduce the permit backlog for project Planners, while staying abreast of current application submittals.

Planning, Building and Code Enforcement Department

Core Service: Development Plan Review & Building Construction Inspection *City Service Area: Economic & Neighborhood Development*

Performance and Resource Overview (Cont'd.)

Development Activity (Cont'd.)

While cycle time improvement was delayed, the decision not to fill vacant positions left the Planning and Building Fee Programs better positioned to respond to the economic realities and anticipated activity level of 2002-2003. To reduce staffing to current activity levels and budget constraints in this core service, the deletion of 24.5 positions was approved in this document. Performance impacts of these position cuts are discussed in the following sections.

Land Use Review

The cycle time measure on mailing of "Initial Comment Letters" shows that the development review staff increased performance from 35% in 2000-2001 to an estimate of 50% within the 30-day target in 2001-2002. While this figure is still very low compared to the target of 100%, performance reaches 90% at around 40 days and many letters are sent out in less than 30 days. The target was adjusted to 90% to recognize a percentage of projects that cannot have initial comments in 30 days due to the complexity of issues involved. Impacting Planning's performance on this measure was the decision not to fill 6.5 vacant positions in the Development Review Team despite the backlog of work from the development boom. This decision was made to enable the resizing of staff for a lower level of activity in 2002-2003, but delayed the improvement of cycle times. Cycle time on project review was also negatively effected by the considerable staff hours that were required by the development and implementation of the new San Jose Permits On-line (formerly known as the Integrated Development Tracking System). A Senior Planner and two Planners were devoted full-time for most of the fiscal year to documenting and programming all elements of the business process into the system. The actual implementation of the system in Planning in February 2002 also required significant amounts of staff time for each Planner to receive training on the new system.

Implementation of the new system and development of its report writing capabilities will enable Planning to track start-to-finish processing times and compare them to processing time targets on the different types of permits and reduce the reliance on the 30-day letter as the primary cycle-time measure. Review on many projects is completed within the targeted time frame despite delays in getting out the initial review letter. Performance on the 30-day letter measure will be much improved in 2002-2003, however, as the workload decreases to a manageable level for the remaining staff, the many new project managers gain experience, new technology disruptions are reduced, and a commitment is made to redeploy staff as needed to meet processing targets.

Budget Strategy

To address a projected \$2.3 million base shortfall in the Planning Fee Program for 2002-2003, a package of fee adjustments, position reductions and use of fee reserves was approved. In the Development Review Team, 3.5 positions were approved for deletion and 4.0 positions were redeployed to other functions and/or funding sources for a net loss of 7.5 positions. The 10.5 Planners remaining on this team should be able to maintain targeted processing times for current activity levels, but will need assistance from other staff assigned to other Planning functions

Planning, Building and Code Enforcement Department

Core Service: Development Plan Review & Building Construction Inspection *City Service Area: Economic & Neighborhood Development*

Performance and Resource Overview (Cont'd.)

Budget Strategy (Cont'd.)

if the backlog of dormant projects is to be cleared or if activity levels increase. As part of the package to phase-in fee increases to a cost recovery level, Planning made a commitment to the development community to maintain processing times at targeted levels. If redeployments are needed to meet these cycle time standards, impacts will occur outside of this program on process improvement efforts and long range planning. With the deletion of the one development review Planner supported by the General Fund, the non-profit Ombudsman role will be shifted to a more experienced Senior Planner. The Senior Planner will work with both the non-profit applicants and the project managers who handle the areas where these projects are located. Planning's expectation is that this approach will maintain the single point of contact which is in accordance with the Council direction, and the current level of support received by schools, churches, and community organizations as they navigate the development process.

Construction Plan Review/Permit Issuance

A Supervising Plan Check Engineer and four Plan Check Engineers were approved for deletion to help reduce the Building Fee Program's base shortfall of \$7.2 million. A similar package of fee adjustments, position reductions, and use of fee reserves was approved to address this shortfall. The Plan Check section is currently meeting cycle time targets with the five positions that will be deleted even though they are already vacant. Thus, no performance impact is anticipated from the reduction package at the current level of activity. Funding for contractual plan check services is also approved for deletion. While Building Division customers prefer in-house plan check, contractual services funding was used in the past as a safety valve for sudden increases in activity. Without this resource, the Department will be working closely with the Budget Office to identify increases in activity (and revenue) so that necessary staffing adjustments can be made quickly.

Construction Inspection

The deletion of one vacant Chief Inspector and 10 vacant Building Inspector positions in the Building Division were approved to address the Building Fee program budget shortfall and to resize the Inspection section for the current activity load. One Building Inspector and one Senior Permit Specialist in the Building Code Compliance (BCC) Program, which resolves illegal construction cases, were also approved for deletion. The Building Division standard is to provide next day inspection 85% of the time and 100% by the second day. With all but one of the positions scheduled for deletion already vacant, as of the end of the year the Building program was meeting this cycle time target. Overtime is still used when necessary to mitigate the impacts of holidays and staff training on the cycle time targets.

Planning, Building and Code Enforcement Department

Core Service: Development Plan Review & Building Construction Inspection

City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

Building Code Compliance

The Building Code Compliance (BCC) Team is located in the Code Enforcement Division and is funded by the Building Fee Program. This team addresses complaints involving construction without appropriate building permits. Because of the revenue shortfall in the Building Fee Program, two of the 20.6 positions approved for deletion from the fee program are coming from the BCC Team. A Senior Permit Specialist position that supports the inspection team by performing permit research in the Planning and Building Divisions and a Building Inspector who resolves cases involving construction without appropriate building permits were approved for deletion. These cuts will impact the resolution of illegal construction cases, as the remaining inspectors will have to do more permit research and absorb the caseload of the Inspector position proposed for deletion. To mitigate these impacts as much as possible, the Department is planning to provide Code Enforcement staff with access to the new SJPOLS to help with research and will monitor inspection activity in the Building Division for opportunities to redeploy an inspector to the BCC Program. Response on cases with life safety issues will not be affected.

Public Information Services

Three positions in the Planning Public Information section were approved for deletion: a Planner assigned to the Public Information Counter, a Planning Technician assigned to support the Public Information section, and the Code Enforcement Liaison Planner. Only the first of these positions was budgeted in this core service and supported by Planning Fees. While the latter two positions were budgeted in the Long Range Land Use Planning Core Service and primarily serve internal customers, the loss of all three positions may have an impact on public information services. This impact includes an assumption that the lower activity level for Planning applications should help mitigate the impact of losing the first two of these positions. However, despite a decline in permit applications, the Public Information function has, in fact, not been experiencing an activity reduction. Other Planning staff will potentially lose some productivity while providing coverage on the Public Information Counter.

Performance Measure Development

This core service is part of an effort to align development services performance measures in the three partner departments (Fire, Public Works and Planning, Building and Code Enforcement) to promote the Economic and Neighborhood Development CSA's strategic objective of "Seamless Development Processing".

The only change in this core service is a rewording of the cost measure to allow comparison of current year fee revenue to total program cost. Because of the current policy to retain any "surplus" prior year revenues in a "service obligation reserve" to be used toward future year processing costs, it is useful to report on the comparative contributions of both reserves and fees to cover annual program costs.

Planning, Building and Code Enforcement Department





Core Service: Development Plan Review & Building Construction Inspection

City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

Performance Measurement Development (Cont'd.)

The 2001-2002 Adopted Budget was balanced assuming that revenue would cover 86.7% of the cost of the Planning and Building Fee programs. The other 13.3% of funding came from the use of service obligation fee reserves. The 2001-2002 estimate of 76.3% takes into account a substantially reduced revenue estimate, fee program budget reductions at mid-year totaling \$3.7 million, and projections for year-end program savings. The projected cost recovery level in 2002-2003 with the adopted fee adjustments will be 82.9% for Planning and 84.8% for Building with an aggregate figure of 84.5%. While the fee program budgets will be balanced with funds from the reserves once again, these figures clearly indicate the need to complete the transition to full cost recovery fees over the next two years as approved.

Development Plan Review & Building Construction Inspection Performance Summary		2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of projects that receive thorough, complete and consistent processing in the first cycle of the staff review process:	Development Review Process	62%	75%	57%	75%
	Building Plan Check Process	82%	87%	85%	90%
	Inspection Process			TBD*	TBD*
 Ratio of current year fee revenue to development fee program cost		100%	86.7%	76.3%	84.5%
 Selected cycle time measures for development services:	Building Inspections Within 24 Hours	30%	85%	81%	85%
	Plng. Initial Comments Mailed in 30 Days	35%	100%	50%	90%
	Bldg. Plan Check Processing Targets Met**	72%	90%	91%	90%
 % of process participants rating service "good" or "excellent"	Development Review Process	50%	75%	66%	75%
	Building Plan Check Process	71%	75%	76%	75%
	Inspection Process			TBD	TBD


* New measure. Data to be available in 2002-2003.

Planning, Building and Code Enforcement Department

Core Service: Development Plan Review & Building Construction Inspection

City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

Development Plan Review & Building Construction Inspection Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of citizens/neighbors rating new development in the community "good" or "excellent" based on completion of new project requirements and the maintenance of the projects and surrounding neighborhoods at 1, 3, 5 years after completion	-	-	74%	75%

* See Performance Measure Development section

** Targets are 2-6 weeks depending on size of project

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of building permits issued	37,592	36,400	28,000	27,800
Number of customers served in Permit Center	32,806	31,200	27,800	27,800
Number of plan checks	8,889	8,650	6,600	6,600
Number of field inspections	206,890	197,000	190,500	190,500
Number of planning applications	2,656	2,461	2,200	2,250

Development Plan Review & Building Construction Inspection Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
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Core Service Budget *

Personal Services	N/A	N/A	\$21,774,707	\$19,488,460	N/A
Non-Personal/Equipment	N/A	N/A	1,754,164	1,221,209	N/A
Total	\$ -	-	\$23,528,871	\$20,709,669	N/A

Authorized Positions	N/A	N/A	233.75	208.45	N/A
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* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Planning, Building and Code Enforcement Department

Core Service: Development Plan Review & Building Construction Inspection
City Service Area: Economic & Neighborhood Development

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY

1. Building Fee Program (20.60) (2,358,311) (2,358,311)

In order to address a gap between revenues and expenditures of \$2.4 million while aligning staffing levels with customer service demands in the Building Fee program, various actions were approved. These actions include the elimination of 20.6 vacant positions (12.0 Building Inspectors, a Chief Electrical Inspector, 4.0 Plan Check Engineers, a Supervising Plan Check Engineer, a Senior Permit Specialist, an Office Specialist and 0.6 Marketing and Outreach Officer); addition of two Planners to address project conformance issues; non-personal/equipment reductions totaling \$495,000; establishment of new fees (addressing and document research); update of building permits table from 1988 to 1997, which results in a seven percent increase in costs; continued phasing in fee increases (5.5%) to improve cost-recovery rates, and use of an existing fee reserve (\$2,828,668). (Ongoing savings: \$2,358,311)

Performance Results:

Cycle Time Development review fee program will achieve agreed upon response times for services.

Cost Reduces costs and implements phased fee changes to match projected development activity.

2. Planning Fee Program (3.70) (421,652) (582,468)

In order to address a gap between revenues and expenditures of \$2.4 million while aligning staffing levels with customer service demands in the Planning Fee program, various actions were approved. These actions include the elimination of 4.7 vacant positions department-wide (Principal Planner, 2.5 Planners, Planning Technician and 0.2 Marketing and Outreach Officer); redeployment of four Planners to address project conformance issues to the Building fee program (2.0) and for capital development reviews (2.0); non-personal/equipment reductions totaling \$90,000; establishment of new fees (preliminary application review and public information services); phasing in fee increases (10.3%) to improve cost-recovery rates, and use of an existing fee reserve (\$783,793). All but one of the eliminated positions is budgeted in this core service. The remaining position approved for elimination (Principal Planner) is budgeted in the Long Range Land Use Planning core service. (Ongoing savings: \$375,605)

Performance Results:

Cycle Time Development review fee program will achieve agreed upon response times for services.

Cost Reduces costs and implements phased fee changes to match projected development activity.

3. Planning Services – Non-Profit Assistance (1.00) (91,284) (91,284)

This action eliminates a vacant Planner position assigned as the point person who assists non-profit groups with development projects and reassigns the activity to a Senior Planner position in development review. The Senior Planner, with more experience than the existing Planner, will work with the non-profit applicants and the project managers who handle the areas where these projects are located. (Ongoing savings: \$91,284)

Performance Results:

Maintains current service levels.

Planning, Building and Code Enforcement Department

Core Service: Development Plan Review & Building Construction Inspection
City Service Area: Economic & Neighborhood Development

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY (CONT'D.)

4. Changes in Vehicle Maintenance Staffing Levels (6,955) (6,955)

These savings result from an increase in the vacancy factor for General Services vehicle maintenance staffing. This will generate savings of \$6,955 in the Planning, Building and Code Enforcement Department and will reflect a likely downsizing of the fleet resulting from an audit currently in progress of the vehicle program. General Services will mitigate the reduction by managing its vacancies and determining which vacancies are critical to be filled, redeploying resources to key positions and reducing or eliminating less critical services. (Ongoing savings: \$6,955)

Performance Results:

Cycle Time If the fleet is not downsized, reductions in Fleet staffing level will cause cycle times for preventive maintenance and minor repairs to increase. Service levels and availability of fleet will remain the same for emergency vehicles.

5. Rebudgets: Planning Vehicle and Imaging Server 59,000 59,000

The rebudget of unexpended 2001-2002 funds will allow the Department to complete the purchase of a vehicle for project conformance inspection in Planning (\$19,000) and an imaging server for the Imaging Center (\$40,000). (Ongoing cost: \$0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	(25.30)	(2,819,202)	(2,980,018)
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Planning, Building and Code Enforcement Department

Core Service: Community Code Enforcement
City Service Area: Economic & Neighborhood Development

Core Service Purpose

Enforce and promote compliance with local and State codes to ensure a safe, healthy and attractive community.

Key Operational Services:

- | | |
|--|--|
| <input type="checkbox"/> Community Outreach | <input type="checkbox"/> Proactive Code Enforcement |
| <input type="checkbox"/> General Code Enforcement | <input type="checkbox"/> Vehicle Abatement |
| <input type="checkbox"/> Housing Code Enforcement | |

Performance and Resource Overview

The desired outcomes for this core service are decent, safe, and sanitary housing and neighborhoods; the prevention of property damage; and the preservation of the condition of the City's housing stock. To further these goals, Code Enforcement, working in partnership with customers, emphasizes education and outreach as a means to achieve community support and compliance. Enforcement efforts are utilized when voluntary compliance is not achieved. The Community Code Enforcement core service contributes to all of the Economic and Neighborhood Development City Service Area outcomes, but most directly to the *Safe, Healthy, Attractive, and Vital Community* outcome.

Budget Strategy

To help address the projected General Fund shortfall for 2002-2003, Code Enforcement was approved to shift funds for five positions and to delete one Senior Office Specialist and one Code Enforcement Inspector. The cost of three Code Enforcement Inspectors from the "Driveway Team" that does proactive code enforcement in Strong Neighborhoods Initiative (SNI) areas will be reimbursed by the Redevelopment Agency. One additional Code Enforcement Inspector, redeployed from General Code Enforcement, will also be funded by the Agency as part of the expansion of the Neighborhood Clean-up Program in SNI Areas. In addition, General Fund savings will be realized by an approved shift of a general Code Inspector to a Tobacco Enforcement assignment that was approved for funding by the Healthy Neighborhoods Venture Fund. This Inspector already works tobacco enforcement among other assignments and will now concentrate on that program full-time. Response on cases with immediate dangerous or hazardous conditions will be unaffected and continue to receive a priority response. The rate in which new initiatives are fully implemented will be adjusted in some instances (National Pollutant Discharge Elimination System [NPDES], Auto Body Shop), but no programs will be cut.

Planning, Building and Code Enforcement Department

Core Service: Community Code Enforcement
City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

General Code Enforcement/Housing Code Enforcement

In light of the economic downturn and the constrained budget outlook, resources were redirected to focus upon the priorities outlined by the community through ongoing outreach efforts. The current budget seeks to expand clean-up efforts in neighborhoods and public areas, freeing them of blight, litter, and debris. The Neighborhood Clean-up Program currently conducts 50 cleanups per year (five per Council District). This program has proven to be very popular with residents. The program is also an effective tool that encourages residents to maintain their properties in such a way as to avoid code violations (blight, etc.). This Adopted Budget includes funds for an additional clean-up to be added in each of the 21 SNI areas and five more clean-ups with locations to be determined. The Redevelopment Agency will offset additional costs. A full-time Code Enforcement Inspector redeployed from the General Code Enforcement section will be assigned to augment existing staffing in order to increase community outreach and to better coordinate these clean-ups. A portion of the additional clean-up resources will be used to increase anti-litter and illegal dumping removal efforts. In another cost reduction action, a clerical support position added in 2001-2002 for the Abandoned Shopping Cart Program was approved for deletion. Code Enforcement's remaining clerical and accounting staff will absorb the billing and support duties performed by this position with no direct impact to customer service levels.

Proactive Code Enforcement

Funding for General Fund staff, assigned to the newly created "Driveway Team" for code enforcement to focus upon neighborhoods from the viewpoint of the customer, will now come from the Redevelopment Agency. This proactive multi-disciplinary enforcement team will focus on blight, including vehicle abatement, in areas identified by SNI Neighborhood Action Committees. As a direct result of community-driven priorities, the Driveway Team already completed a series of highly successful sweeps in the Brookwood Terrace, Tully/Senter, and Spartan/Keyes neighborhoods. Eighty-one percent of the community in those areas surveyed indicated that they have noticed a reduction in blight in their neighborhood and 99% of those surveyed agree that they would like to see this service in their neighborhood again. It is the goal of the Driveway Team to reduce blight in SNI areas by 35% over a five-year period. In the long term, proactive code enforcement will help improve communication with the community, reduce violations, improve neighborhood appearance, and tailor enforcement services to the needs of the community.

Community Outreach

Community outreach efforts will be expanded. To make staff more accessible to the community, a Code Enforcement Supervisor was deployed to the new community policing centers. Outreach and education efforts to business owners to encourage voluntary compliance with tobacco control laws and enforcement of smoking regulations and zoning codes related to advertising and merchandizing of tobacco products to minors will be increased throughout the City of San Jose. Volunteers will be recruited to help identify and report problem areas and to distribute anti-smoking outreach materials. The newly adopted Auto Body Repair Shop program, approved by the City Council in

Planning, Building and Code Enforcement Department

Core Service: Community Code Enforcement
City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

Community Outreach (Cont'd.)

2001, will be phased-in with a first year focus upon education and outreach to achieve voluntary compliance. This phase-in will give body shop owners a chance to make informed business decisions based on the cost and requirements of the program. Job loss during challenging economic times will also be reduced. During the outreach phase, the SNI Driveway Team will quickly address complaints about body shops as most body shops are in SNI areas. With better information available about the costs, revenue, and economic impacts of the program, the City Council will have the option to redeploy or add staff for full implementation of the proactive Auto Body Shop Program in 2003-2004.

Performance Measure Development

The measure on the effectiveness of education and outreach on achieving voluntary compliance for abandoned car removal has been simplified. The removed text commonly resulted in misinterpretation of the data as a measure of cycle time between visits rather than a measure of voluntary compliance after the initial notification.

Activity highlights for the "Number of Community Improvement Program exterior blight inspections" and "Number of complaint investigation cases" were discontinued because these measures were narrowly focused upon a single Community Development Block Grant program. Two broader workload measures focusing on the success of proactive enforcement activities of the "Driveway Team" are recommended to replace them.

The clean-up measure was expanded to break out the various types of clean-ups performed in order to quantify the number of debris and litter removal operations.










The ratio of voluntary to involuntary compliance cases fluctuates over time. As the number of more complicated and costly-to-resolve, involuntary compliance cases ebbs and falls, so does the cost data in the outcome measures. Full staffing during 2001-2002 enabled Code Enforcement to resolve a greater than anticipated number of complaint-driven involuntary compliance cases. The greater number of involuntary complaint cases resolved divided by fixed expenses has resulted in data reflecting a significantly lower cost per case than the 2001-2002 target. Conversely, the lower number of voluntary compliant cases resolved as a percentage of total cases has resulted in data reflecting a slightly higher cost per case than the prior fiscal year and 2001-2002 target. As efforts to raise the number of voluntary compliance cases continue, it is anticipated that the remaining cases to be resolved through involuntary compliance will become more complicated and more costly to resolve. Therefore, 2002-2003 targets have been set higher than year-end estimates for involuntary compliance cases and lower for voluntary compliance cases.

Planning, Building and Code Enforcement Department

Core Service: Community Code Enforcement

City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

Community Code Enforcement Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of neighborhoods in "good" or better condition, based on a city-wide survey	69%	70%	68%	70%
 % of violations resolved through voluntary compliance, based on complexity of violation types	91%	90%	83%	90%
 Cost to resolve cases through voluntary compliance				
Blight Housing	\$131 \$750	\$125 \$750	\$143 \$734	\$125 \$750
 Cost to resolve cases through involuntary compliance				
Blight Housing	\$688 \$750	\$790 \$750	\$595 \$734	\$625 \$750
 % of violations resolved with estimated processing standards, based on type and complexity of violations	77%	85%	82%	85%
 % annual fee based inspections completed on schedule, including multi-year programs	105%	100%	100%	100%
 % of residents who feel their neighborhood is in the same or better condition compared to previous year (annual survey)	76%	85%	77%	85%
 % of customers who feel they received courteous treatment and timely service from their interaction with Code Enforcement staff	73%	75%	83%	75%
Selected Operational Measures				
 % of abandoned cars in voluntary compliance after initial notification	81%	82%	88%	82%

Planning, Building and Code Enforcement Department

Core Service: Community Code Enforcement
City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Staff hours devoted to outreach/education/prevention	6,488	7,280	7,700	7,300
Number of multiple housing dwelling units proactively inspected	21,792	21,180	23,312	21,500
Number of proactive parcel inspections (Driveway Team)	New Measure for 2002-2003		7,325	7,520
Number of proactive violations identified and resolved (Driveway Team)	New Measure for 2002-2003		1,900	1,900
Neighborhood Clean-ups	40	50	50	50
Project Blossom Clean-ups		8	8	8
Public Right-Of-Way Clean-ups		16	20	20
Strong Neighborhoods Clean-ups		-	-	26
Total Number of Clean-ups	40	74	78	104
Number of of proactive cases (Driveway Team)				
Opened	New Measure for 2002-2003		1,980	2,100
Resolved	New Measure for 2002-2003		1,870	1,900
General Code Compliance Cases:				
Opened	11,720	11,500	12,900	12,500
Resolved	8,370	9,000	13,100	10,500
Vehicle Abatement Complaint Cases:				
Opened	20,000	24,400	18,700	25,400
Resolved	19,000	23,300	25,000	24,300
Multiple Housing Complaint Cases:				
Opened	2,039	2,000	1,500	1,500
Resolved	1,962	2,000	2,400	1,475
% of Violations Resolved:				
with verbal/written warning	30%	30%	30%	30%
with compliance order	62%	62%	60%	62%
with administrative action	8%	8%	10%	8%

Planning, Building and Code Enforcement Department

Core Service: Community Code Enforcement
City Service Area: Economic & Neighborhood Development

Performance and Resource Overview (Cont'd.)

Community Code Enforcement Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 8,008,324	\$ 7,781,544	N/A
Non-Personal/Equipment	N/A	N/A	768,473	845,428	N/A
Total	\$ -	-	\$ 8,776,797	\$ 8,626,972	N/A
Authorized Positions	N/A	N/A	100.00	97.00	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY

1. General Code Enforcement Reduction (2.00) (143,972) (143,972)

This action eliminates a Code Enforcement Inspector and a Senior Office Specialist. The billing and support duties of the Senior Office Specialist will be absorbed by the remaining clerical and accounting staff. The loss of an inspector position with minimal service level impact is possible because of a redirection of remaining resources to focus upon the priorities as outlined by the community. (Ongoing savings: \$143,972)

Performance Results:

No reduction to current service levels in 2002-2003 are anticipated.

Planning, Building and Code Enforcement Department

Core Service: Community Code Enforcement
City Service Area: Economic & Neighborhood Development

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY (CONT'D.)

2. Community Code Enforcement Funding Reallocation	0.00	0	(82,067)
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This change reallocates five Code Enforcement Inspectors from the General Fund to other funding sources. Four inspectors will be reimbursed by the Redevelopment Agency. Three of the four inspectors are for the Driveway Team that is responsible for proactive code enforcement and one inspector is responsible for an expanded Neighborhood Clean-Up program in Strong Neighborhood Initiative (SNI) areas. A majority of the SNI plans approved include, within their top 10 list, proactive code enforcement and an increased number of neighborhood clean-ups. Funding for the bins and bin monitoring activities to deliver the additional set of clean-ups appears in the City-Wide Expenses section of this document. The fifth inspector will be funded by the Healthy Neighborhoods Venture Fund to provide complaint response and proactive enforcement of non-smoking regulations. (Ongoing savings: \$0)

Performance Results:

Quality/Customer Satisfaction Prevents deterioration of current service levels.

3. Changes in Vehicle Maintenance Staffing Levels	(6,045)	(6,045)
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These savings result from an increase in the vacancy factor for General Services vehicle maintenance staffing. This will generate savings of \$6,045 in the Planning, Building and Code Enforcement Department and will reflect a likely downsizing of the fleet resulting from an audit currently in progress of the vehicle program. General Services will mitigate the reduction by managing its vacancies and determining which vacancies are critical to be filled, redeploying resources to key positions and reducing or eliminating less critical services. (Ongoing savings: \$6,045)

Performance Results:

Cycle Time If the fleet is not downsized, reductions in Fleet staffing level will cause cycle times for preventive maintenance and minor repairs to increase. Service levels and availability of fleet will remain the same for emergency vehicles.

4. Technical Adjustment/Transfer Systems Application Programmer to Information Technology Department	(1.00)	(82,808)	(82,808)
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This action transfers funding for a Code Enforcement Inspector that was recently reallocated to a Systems Application Programmer position to the Information Technology Department. (Ongoing savings: \$82,808)

Performance Results: N/A (Final Budget Modification)

Planning, Building and Code Enforcement Department

Core Service: Community Code Enforcement
City Service Area: Economic & Neighborhood Development

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY (CONT'D.)

5. Rebudget: Vehicles		83,000	83,000
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The rebudget of unexpended 2001-2002 funds will allow the Department to complete the purchase of two sedans for the Vehicle Abatement Unit and a truck equipped with a lift for neighborhood clean-ups. (Ongoing cost: \$0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	(3.00)	(149,825)	(231,892)
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Planning, Building and Code Enforcement Department

Strategic Support

Strategic Support represents services provided within departments that support and guide the provision of the core services. Strategic Support within the Planning, Building and Code Enforcement Department includes:

- | | |
|---|--|
| <input type="checkbox"/> Administration | <input type="checkbox"/> Human Resources |
| <input type="checkbox"/> Clerical Services | <input type="checkbox"/> Information Systems |
| <input type="checkbox"/> Employee Services | <input type="checkbox"/> Marketing and Outreach |
| <input type="checkbox"/> Fiscal Services | <input type="checkbox"/> Safety/Wellness |

Performance and Resource Overview

The desired outcomes for Strategic Support include support for policy development to protect public health, safety and welfare; provision of information and data to the general public; and provision of administrative services to Department and City staff to ensure achievement of the Department's objectives.

Marketing and Outreach

Maintenance of an active link with the residents and businesses of San Jose is a key factor in the development of codes and policies that best meet public needs. However, the need to address the economic reality of shortfalls in the General Fund and the Department's development fee programs has resulted in the deletion of the Planning, Building and Code Enforcement's Marketing and Outreach Officer position. This position added in 2001-2002, and intended to enable the Department to produce focused and timely information to the public on development services, code enforcement, and efforts related to the Strong Neighborhoods Initiative, was never filled. Early in the fiscal year, it became apparent that a significant shortfall was building in the development fees that were to pay for 80% of the cost of this position. The Department decided to retain staff that are providing direct service rather than keep and fill this position. When and if cost-recovery levels are reached in the fee programs and activity levels improve, restoring this position will be a high Department priority. Outreach efforts will continue as a collateral duty of program staff.

Information Systems

A high priority 2002-2003 workplan item for the information technology and administrative staff in the Department will be the development of reporting systems to maximize the potential of the new San Jose Permits On-Line system to deliver the critical data the Department needs for focusing resources to best meet customer needs.

Planning, Building and Code Enforcement Department

Strategic Support

Performance and Resource Overview (Cont'd.)

Strategic Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Strategic Support Budget *					
Personal Services	N/A	N/A	\$ 1,009,715	\$ 990,056	N/A
Non-Personal/Equipment	N/A	N/A	83,972	235,092	N/A
Total	\$ -	-	1,093,687	1,225,148	N/A
Authorized Positions	N/A	N/A	9.30	9.10	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of Strategic Support. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Strategic Support performance, yet are displayed elsewhere budget.

Strategic Support Budget Changes

Adopted Strategic Support Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY

1. Public Information Marketing and Outreach (0.20) (19,659) (19,659)

This action eliminates a Marketing and Promotions Officer position added in 2001-2002, but never filled to assist all divisions with marketing programs and design of outreach publications. Existing staff will continue to produce public information on development services, code enforcement and efforts related to the Strong Neighborhoods Initiative. Reflected here is the non-fee funded portion of the position. The remaining 0.80 is approved for elimination in the Development Plan Review and Building Construction Inspection Core Service. (Ongoing savings: \$19,659)

Performance Results: N/A (Service Never Implemented)

2. Network Maintenance and Support 96,120 96,120

This fee-supported action funds the purchase of software upgrades, anti-virus protection, and information technology staff training. These purchases are necessary to ensure that critical business processes remain operational and available to both customers and City staff. (Ongoing cost: \$0)

Performance Results:

Cost This addition funds necessary software and appropriate licenses for mapping and database applications from related service fees. **Quality** Key software packages will be available.

Planning, Building and Code Enforcement Department

Strategic Support

Strategic Support Budget Changes (Cont'd.)

Adopted Strategic Support Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY (CONT'D.)

3. Rebudget: Website Consultant		55,000	55,000
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The rebudget of unexpended 2001-2002 funds will allow the Department to complete the design and refinement of the web interface for the San Jose Permits On-Line System (formerly the Integrated Development Tracking System). (Ongoing cost: \$0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Strategic Support Changes Total	(0.20)	131,461	131,461
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Planning Commission

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T*o make recommendations to the City Council regarding future development of the City, as authorized by Article X of the City Charter*

**Stephen M. Haase, Director
Planning, Building and Code Enforcement**

Planning Commission

Budget Summary

	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	-	-	N/A
Department Budget (All Funds)	\$ 37,035	\$ 37,035	0.0%

Budget Highlights 2002-2003

- ☐ No changes are approved for 2002-2003.

Department Overview

For 2002-2003, no changes were made to the Planning Commission budget.

Department Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Dollars by Program					
Planning Commission	\$ 12,940	\$ 37,035	\$ 37,035	\$ 37,035	0.0%
Total	\$ 12,940	\$ 37,035	\$ 37,035	\$ 37,035	0.0%
Dollars by Category					
Personal Services					
Salaries/Benefits	\$ -	\$ 21,900	\$ 21,900	\$ 21,900	0.0%
Overtime	0	0	0	0	0.0%
Subtotal	\$ -	\$ 21,900	\$ 21,900	\$ 21,900	0.0%
Non-Personal/Equipment	12,940	15,135	15,135	15,135	0.0%
Total	\$ 12,940	\$ 37,035	\$ 37,035	\$ 37,035	0.0%
Dollars by Fund					
General Fund	\$ 12,940	\$ 37,035	\$ 37,035	\$ 37,035	0.0%
Total	\$ 12,940	\$ 37,035	\$ 37,035	\$ 37,035	0.0%
Authorized Positions	-	-	-	-	N/A

Planning Commission

Budget Reconciliation

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2001-2002):	0.00	37,035	37,035
<hr/> Base Adjustments			
NONE			
2002-2003 Forecast Base Budget:	0.00	37,035	37,035
2002-2003 Adopted Budget Total	0.00	37,035	37,035

Planning Commission

Budget Program: Planning Commission City Service Area: Strategic Support

As mandated by the City Charter, the Planning Commission makes recommendations to the City Council regarding the adoption, amendment, or repeal of general or specific plans and regulations for future physical and land use development, redevelopment, rehabilitation, or renewal of the City, including its capital improvement programs. The Commission may also make

the ultimate decision on rezonings, conditional use permits, and site development permits, as provided for in the City's Zoning Ordinance; and the final determination regarding the adequacy of Environmental Impact Reports under the City's Environmental Review Ordinance.

Program Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Personal Services	\$ -	\$ 21,900	\$ 21,900	\$ 21,900	0.0%
Non-Personal/Equipment	12,940	15,135	15,135	15,135	0.0%
Total	\$ 12,940	\$ 37,035	\$ 37,035	\$ 37,035	0.0%
Authorized Positions	-	-	-	-	N/A

Budget Changes By Program

Adopted Program Changes	Positions	All Funds (\$)	General Fund (\$)
NONE			

Police Department

William M. Lansdowne, Police Chief

M I S S I O N

Create safe places to live, work and learn through community partnerships

Core Services

Respond to Calls for Service

Provide for 24-hour emergency and non-emergency Police calls, which include but are not limited to crimes against persons and property, disturbances, traffic accidents, disasters, and medical emergencies

Investigative Services

Provide for the objective examination of events through the collection of evidence, interviewing of witnesses, the interrogation of suspects, and other activities, to arrive at a resolution or successful prosecution

Crime Prevention & Community Education

Provide programs and services through community education and partnerships to reduce criminal activity and enhance public safety

Traffic Safety Services

Provide for the safe and free flow of traffic through enforcement, education, investigation, and traffic control

Special Events Services

Provide for safe and orderly special events

Regulatory Services

Provide for the mandated regulation of businesses and activities and the issuance of necessary permits

Strategic Support: Public Information, Fiscal Integrity, Systems Availability, Recruiting/Training, Facilities/and Vehicle Management, Wellness of Workforce, and Safety

Police Department

Budget Summary

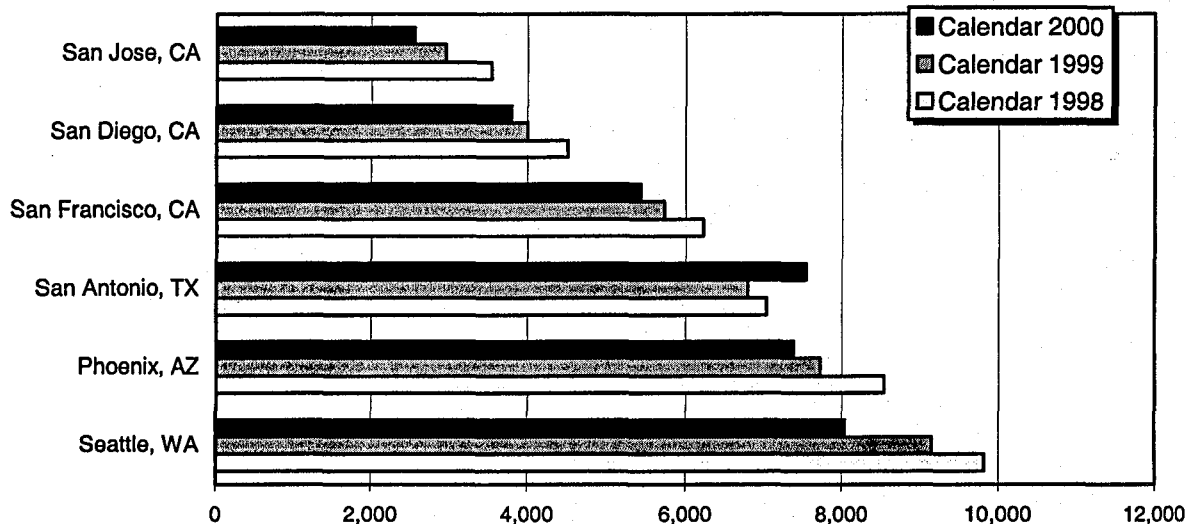
	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	1,886.99	1,870.49	(0.9%)
Department Budget (All Funds)	\$ 203,155,712	\$ 219,568,006	8.1%

Budget Highlights 2002-2003

- ☐ Approval by San Jose voters in March 2002 of the "9-1-1, Fire, Police, Paramedic and Neighborhood Security Act" bond measure: bond measure proceeds will be used to improve Police response times and expand community policing efforts (projects are included in the Adopted 2003-2007 Capital Improvement Program). Addition of a Program Manager to oversee the Neighborhood Security Bond projects for the Police Department.
- ☐ Implementation of Police Records Management System (RMS) will eliminate redundant functions and consolidate record keeping activities allowing for the reduction of vacant Police Data Specialist and clerical positions. A review of permanent staffing levels in the Records Division will be necessary when all phases of the RMS become operational.

Budget Byte

Part I Crime Index* Comparison of San Jose and Similar Cities (Crimes per 100,000 Population)



*Part I Crimes include murder, forcible rape, aggravated assault, burglary, larceny-theft, and motor vehicle theft.

Police Department

Department Overview

The Police Department is the largest department in the City with an Adopted Budget allocation totaling approximately 27% of the General Fund. The 2002-2003 Adopted Budget for the Police Department is 8.1% higher than the 2001-2002 Adopted Budget level.

The Department's mission and core services provide support to two City Service Areas (CSA's): Public Safety CSA and Transportation Services CSA. Most of the department's core services support the various outcomes in the Public Safety CSA, as discussed below, while the Traffic Safety Services core service supports the following outcomes in the Transportation CSA: *Viable Choices in Travel Modes; Convenient Commute to Workplaces and Efficient Access to Major Activity Centers.*

Given the current economic environment, the Department concurs with its CSA partners that existing service levels should be maintained, where feasible, to reduce threats to life and property. The Department and its CSA partners evaluated different strategies and funding sources to implement recommendations contained in the Police Neighborhood Policing Operations Plan. Redeployment has already occurred to meet specific needs; and other recommendations have been deferred until the economic situation improves or alternate funding sources can be obtained.

Respond To Calls For Service

This core service encompasses reactive policing and communications dispatching functions. While this core service aligns with several of the Public Safety CSA's outcomes, the main focus is that the *"Public Feels Safe Anywhere, Anytime in San Jose"*. This outcome

is appropriate as San Jose continues to maintain its status as one of the safest large cities in the United States. Maintaining response times and providing sufficient resources to meet the needs of the public and of the community are the ongoing goals of this core service.

Police Communications expects to receive about 221,000 emergency 9-1-1 calls in 2001-2002. The estimated 2001-2002 average time for answering 9-1-1 calls is approximately 4.5 seconds per call compared to the target of 2.5 seconds. This variance in answering times is attributed to new dispatchers currently in training. Once the new dispatchers complete training and become more experienced, it is expected that the average time to answer 9-1-1 calls will decrease to the 2.5 seconds target. The average Police Officer response time to Priority One calls (where there is a present or imminent danger to life or major damage or loss of property) is projected to be slightly higher than the target of 6.0 minutes in 2001-2002, at about 6.22 minutes. Higher housing densities and continued spread-out development within the City have resulted in greater traffic congestion which affects response time. In order to more effectively leverage crime and community data, a Crime Mapping Geographic Information System (GIS) was implemented by the Crime Analysis Unit. This system will improve police service delivery through enhanced strategic and tactical planning services and products.

The events of September 11 brought about an increase in security measures at the Norman Y. Mineta San Jose International Airport. The new Federal Transportation Security Agency (TSA) has established airport security regulations that have had a direct impact on the sworn staffing demands at the Airport. At this time, it is uncertain if the current demand

Police Department

Department Overview (Cont'd.)

Respond To Calls For Service (Cont'd.)

for Police patrol services at the Airport will continue through 2002-2003.

Implementation of the Computer Aided Dispatch (CAD) System upgrade is currently scheduled to begin in the first quarter of 2002-2003. In addition, the Neighborhood Security Act Bond Measure approved by the voters in March 2002 will provide funding for various projects. The upgrade of the 9-1-1 Communications Dispatch Center is one of the projects included in the Adopted 2003-2007 Capital Improvement Program (CIP).

Crime Prevention and Community Education

Prevention and education are important factors in keeping San Jose one of the safest large cities in the nation. Proactive patrol and prevention programs have been developed to encourage residents to look at police as a part of their community that is available to them to address their needs and concerns. Moving services directly out to the community is an essential part of this core service and relates to the Public Safety CSA outcome that the *"Residents are Knowledgeable About and Willing to Contact Public Safety Personnel for Response, Education and Prevention Services"*.

The crime rate for San Jose is projected to remain well below the national crime rate. In 2000-2001, San Jose crime rate was 31% below the national level. When compared to the California crime rate during the same period, San Jose also remained well below at 37% below the State level.

To enhance community policing efforts, four local community policing centers (CPCs) were planned for the four patrol divisions in the city. On March 18, 2002, the Central Area

Community Policing Center in Alviso officially opened to the public. This is the third of four CPCs to open. Construction of a fourth CPC (to be located in the western part of San Jose), as well as construction of the other three CPCs (currently in leased spaces) is included in the Adopted 2003-2007 Capital Improvement Program.

Community outreach has also been enhanced with the purchase in 2001-2002 of the Crime Prevention/Community Outreach multi-media van which will be used as a mobile safety education facility. This van will enable San Jose residents to have computer access to crime statistics and Megan's Law information (sex offenders in the area) within the van.

Investigative Services

The Investigative Services Core Service aligns directly with the Public Safety CSA outcome that the *"Public Feels Safe Anywhere, Anytime in San Jose"*. With public awareness that cases are being assigned, being worked and being resolved, there follows confidence in the investigative system, which, in turn, adds to the overall feeling of safety.

The units in this core service continue with successful partnerships in optimizing resources. Investigative Services continues cooperative efforts with various local agencies such as the County of Santa Clara and other law enforcement agencies. In addition, Investigative Services continues to receive grant funds such as High Intensity Drug Trafficking Area (HIDTA) or special revenue such as the Regional Auto Theft Task Force (RATTF) for these cooperative efforts.

Improvements in the Crime Analysis Unit have enhanced strategic and tactical planning services and products to improve police service delivery.

Police Department

Department Overview (Cont'd.)

Traffic Safety Services

Traffic into and throughout the City remains one of the highest concerns for residents, as well as safety around schools and in heavily traveled intersections. The Transportation Services City Service Area is concerned that *"residents have viable choices in travel modes; have convenient commutes to workplaces and have efficient access to major activity centers"*. This generally translates into traffic flow and safety. Measures in the Traffic Safety Services core service highlight the safety aspect of the CSA's outcomes and have been developed to compare the ten worst intersections in the City with crash information, before and after police presence. These measures will help determine the effectiveness of a visible presence in the community on traffic flow and safety.

Traffic Safety Services are provided to San Jose's residents and visitors in four major areas: by providing a visible presence as both an enforcement and a prevention measure at heavily impacted locations (freeway access roads, intersections, and near schools); by responding to accidents as they occur which impede the free flow of traffic; by investigating traffic-related complaints received from residents and visitors; and by participating in community meetings.

Special Events Services

Police presence at special events throughout the City supports the core service mission that police provide for safe and orderly events, but also supports the Public Safety CSA outcome that the *"Public Feels Safe Anywhere, Anytime in San Jose"*. The number of special events no longer seems to be restricted to "festival season" spring and summer, but continue throughout the calendar year.

The residents of San Jose maintain an active and visible connection to the community through their presence at various events, either as a spectator or participant. These events require police presence to ensure safety for all participants. Special events include parades, festivals, sporting competitions (e.g., triathlons), and City construction projects. Heightened security in response to the September 11 events is expected to result in an increase in the number of hours of off-duty uniformed security at special events from 9,700 hours in 2000-2001 to 12,500 hours in 2001-2002.

Regulatory Services

The regulation and permitting processes that make up the Regulatory Services Core Service aligns to the Public Safety CSA outcome that the *"Public Feels Safe Anywhere, Anytime in San Jose"*. The permitting process includes background investigations and inspections of companies and employees, particularly in the taxicab industry and gaming/cardroom facilities. Many regulations and permits are generated through several other departments in the City, including the Fire Department and Planning, Building and Code Enforcement. It is the Police Department's responsibility to ensure compliance with City ordinances.

The decline in the economy has, however, impacted the number of regulatory permits issued by the Department in 2001-2002. It is anticipated that this lower level of permit activity will continue in 2002-2003.

Strategic Support

Recruitment, training, and safety are just a few areas under the umbrella of Strategic Support that are necessary for the Police Department to manage resources, both personnel and

Police Department

Department Overview (Cont'd.)

Strategic Support (Cont'd.)

equipment; pay bills; and provide the programs demanded by the community.

Hiring and training of sworn personnel in advance of vacancies occurring has been a strategy to ensure that street-ready personnel are available to fill vacancies within a 90-day average. In 2001-2002, the Department hired a total of 56 Police Recruits and 12 lateral Police Officers during the Summer and Winter hiring cycles and maintained a 75-day average for filling sworn vacancies with street-ready replacements. These hiring levels are intended to address ongoing attrition and addition of new sworn positions. From July 2001 through March 2002, there have been 60 sworn separations. This sworn attrition level is higher than at the same point in time for the prior three fiscal years. The Department is planning to hire another group of Recruits and lateral Officers in July 2002 to address this attrition level. In 2001-2002, the Department's ability to hire Police Recruits and lateral Police Officers has been limited by the availability of qualified candidates. The Department will

continue to be proactive in its efforts to promote opportunities in the Department and to recruit suitable candidates.

The new Records Management System (RMS) is expected to result in efficiencies in data entry and record keeping activities. This improved technology may further impact the staffing needs for Police Data Specialists (PDS) and clerical positions. In 2002-2003, a reduction in vacant PDSs and clerical positions is included in the budget. The full implementation of the RMS will eliminate redundant data entry and will consolidate record activities. A review of the permanent staffing level for the Operations Support Services Division (OSSD) will however be necessary when all phases of the RMS become operational.

The replacement of the Range Bullet Trap equipment in 2001-2002 is expected to result in savings in the General Services maintenance budget of about \$84,000 annually. The Department will continue to review and evaluate newer technologies that will facilitate efficiencies throughout the department and promote interdepartmental partnerships.

Police Department

Department Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Respond to Calls for Service	N/A	N/A	\$ 129,474,099	\$ 129,903,471	N/A
Crime Prevention & Community Education	N/A	N/A	8,420,774	8,394,828	N/A
Investigative Services	N/A	N/A	42,431,788	42,555,821	N/A
Traffic Safety Services	N/A	N/A	7,149,958	7,149,958	N/A
Special Events Services	N/A	N/A	791,769	791,769	N/A
Regulatory Services	N/A	N/A	2,245,825	2,245,825	N/A
Strategic Support	N/A	N/A	26,289,598	28,526,334	N/A
Total	\$ -	\$ -	\$ 216,803,811	\$ 219,568,006	N/A
Dollars by Program					
Management & Analysis	\$ 8,988,787	\$ 8,358,774	N/A	N/A	N/A
Administrative Services	12,437,304	12,581,742	N/A	N/A	N/A
Technical Services	22,417,684	25,305,429	N/A	N/A	N/A
Investigative Services	28,541,104	30,678,598	N/A	N/A	N/A
Field Services	119,427,591	126,231,169	N/A	N/A	N/A
Total	\$ 191,812,470	\$ 203,155,712	\$ -	\$ -	N/A
Dollars by Category					
Personal Services					
Salaries/Benefits	\$ 161,027,681	\$ 173,724,460	\$ 189,471,687	\$ 188,714,142	8.6%
Overtime	7,593,308	7,520,211	7,836,755	7,954,264	5.8%
Subtotal	\$ 168,620,989	\$ 181,244,671	\$ 197,308,442	\$ 196,668,406	8.5%
Non-Personal/Equipment	23,191,481	21,911,041	19,495,369	22,899,600	4.5%
Total	\$ 191,812,470	\$ 203,155,712	\$ 216,803,811	\$ 219,568,006	8.1%
Dollars by Fund					
General Fund	\$ 189,414,987	\$ 201,193,043	\$ 216,745,699	\$ 216,394,450	7.6%
Airport Maint and Oper Fd	31,799	50,752	58,112	58,112	14.5%
Fed Drug Forfeiture Fund	51,425	0	0	0	0.0%
Local Law Enf Block Grt Fd	2,025,936	592,361	0	941,061	58.9%
State Drug Forfeiture Fund	0	356,356	0	260,410	(26.9%)
Supp Law Enf Services Fd	288,323	963,200	0	1,817,577	88.7%
Capital Fund	N/A	N/A	0	96,395	N/A
Total	\$ 191,812,470	\$ 203,155,712	\$ 216,803,811	\$ 219,568,006	8.1%
Authorized Positions	1,873.99	1,886.99	1,884.99	1,870.49	(0.9%)

Note: The City of San Jose is in the final year of transition to a three year Performance-Based Budget. As a main step in the process, all departments and City Council appointees identified their major lines of business or "Core Services" delivered to customers. Departmental budget sections are now presented by Core Services, rather than Programs, with performance measures and adopted budget changes detailed. For fiscal year 2002-2003 (as part of the budget transition), Program information is now only available for the display of 2000-2001 Actual and 2001-2002 Adopted Budget data.

Police Department

Budget Reconciliation

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2001-2002):	1,886.99	203,155,712	201,193,043
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
● Rebudget: Training and Recruiting Funds		(595,200)	0
● Rebudget: Homicide/Hi-Tech and Miscellaneous Equipment		(592,361)	0
● Rebudget: Gaming Control		(327,440)	(327,440)
● Rebudget: Airport Traffic		(280,000)	(280,000)
● Rebudget: Mobile Command Van		(250,000)	0
● Rebudget: Grant funding for various programs		(240,398)	(240,398)
● Rebudget: CAD System Upgrade		(118,000)	0
● Rebudget: Mobile Data Terminal Holders		(73,000)	(73,000)
● Rebudget: POST Training		(36,398)	(36,398)
● Rebudget: Less Lethal Weapons		(19,050)	(19,050)
● Airport Traffic Overtime		(299,829)	(299,829)
● Community Policing Centers		(171,000)	0
● Safe School Campus		(150,000)	(150,000)
● Non-Personal/Equipment for New Positions		(137,956)	(137,956)
● Overtime for Automated Information System		(100,000)	(100,000)
● Motorcycles for Traffic Safety		(72,360)	0
● Tactical Vests and Ballistic Helmets		(62,996)	0
● Domestic Violence and Internet Predator Awareness		(71,000)	(71,000)
● Relocation of Modular Stables		(50,000)	0
One-time Prior Year Expenditures Subtotal:	0.00	(3,646,988)	(1,735,071)
Technical Adjustments to Costs of Ongoing Activities			
● Salary/benefit changes, including the following position reallocations:		16,100,484	16,093,124
- 1.0 Operations Manager to Program Manager			
- 1.0 Public Safety Dispatcher (PSD) I PT to 1.0 PSD I			
- 1.0 Staff Technician to Analyst II			
- 4.0 Staff Aides to Crime Data Specialists			
● Overtime COLA		680,961	680,961
● Transfer from City-Wide Expenses for Automated Information Systems projects		188,180	188,180
● Vacancy Factor for Non-Emergency/Safety Personnel		(378,126)	(378,126)
● Elimination of vacant Latent Fingerprint Examiner positions related to change in CAL-ID grants	(2.00)	(138,822)	(138,822)
● Base adjustment for the following non-personal line items:			
- Airport Security Guard Gate Service		102,225	102,225
- County Lab COLA		28,048	28,048
- Recruit Driver Training Displacement		28,860	28,860
- Rent COLA		6,453	6,453
- Miscellaneous		3,638	3,638
● Transfer of Police Board-Ups activity from General Services		47,600	47,600
● Changes in vehicle maintenance and operations costs		531,419	531,419
● Changes in insurance costs		101,046	101,046

Police Department

Budget Reconciliation (Cont'd.)

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Base Adjustments (Cont'd.)			
Technical Adjustments to Costs of Ongoing Activities (Cont'd.)			
• Changes in gas and electricity costs		4,544	4,544
• Changes in vehicle replacement costs		(11,423)	(11,423)
Technical Adjustments Subtotal:	(2.00)	17,295,087	17,287,727
2002-2003 Forecast Base Budget:	1,884.99	216,803,811	216,745,699
Investment/Budget Proposals Approved			
Respond to Calls for Service			
- Defer Replacement of Unmarked Vehicles		(200,000)	(200,000)
- Standardization of Paint for Police Vehicles		(45,933)	(45,933)
- Changes in Vehicle Maintenance Staffing Levels		(10,000)	(10,000)
- Neighborhood Security Bond Projects Management	1.00	96,395	0
- Miscellaneous Rebudgets		588,910	328,500
Respond to Calls for Service Subtotal:	1.00	429,372	72,567
Crime Prevention & Community Education			
- Reduction of Clerical Position	(1.00)	(52,946)	(52,946)
- Uniforms for Crossing Guards		27,000	27,000
Crime Prevention & Community Education Subtotal:	(1.00)	(25,946)	(25,946)
Investigative Services			
- Crime Analysis Unit Reallocation of Positions	(1.50)	(79,630)	(79,630)
- Miscellaneous Rebudgets		203,663	203,663
Investigative Services Subtotal:	(1.50)	124,033	124,033
Strategic Support			
- Records Division Staffing Reduction	(13.00)	(630,714)	(630,714)
- Miscellaneous Rebudgets		2,867,450	108,811
Strategic Support Subtotal:	(13.00)	2,236,736	(521,903)
Total Investment/Budget Proposals Approved	(14.50)	2,764,195	(351,249)
2002-2003 Adopted Budget Total	1,870.49	219,568,006	216,394,450

Police Department

Core Service: Respond to Calls for Service

City Service Area: Public Safety

Core Service Purpose

Provide for 24-hour response to emergency and non-emergency Police calls, which include but are not limited to crimes against persons and property, disturbances, traffic accidents, disasters, and medical emergencies.

Key Operational Services:

☐ **Dispatch - Communications**

☐ **Reactive Patrol**

Performance and Resource Overview

Over 500,000 calls were received from residents and visitors in the Communications Center in 2000-2001. Of these calls, about 222,400 were 9-1-1 emergency calls, with a targeted average answering time of 2.5 seconds. For 2001-2002, Police Communications is estimated to receive a similar number of 9-1-1 calls. This level of activity is slightly below the 2001-2002 forecast of 228,650 emergency calls. The average time in 2000-2001 for answering 9-1-1 calls was slightly slower than the target at 2.8 seconds per call. For 2001-2002, the 9-1-1 call answering time is projected to be 4.5 seconds. This variance in answering times is attributed to new dispatchers currently in training. Once new dispatchers become more experienced, it is expected that the average time to answer 9-1-1 calls will decrease to the 2.5 seconds target.

Nearly 251,400 of the total calls received in 2000-2001 were 3-1-1 non-emergency calls. This is a 3.8% increase over the prior year level of 242,408 calls. The number of 3-1-1 calls are also estimated to be higher in 2001-2002 with a projected level of 293,000 calls which is 5% above the forecasted level of 278,700 non-emergency calls for 2001-2002. This explains why 9-1-1 calls have decreased in 2001-2002.

The activity level for the Telephone Reporting Automation Center (TRAC) system decreased to 14,119 calls in 2000-2001, primarily due to the use of alternate methods of filing reports. The Department continues to use alternatives to filing reports in addition to the TRAC system including e-mail, fax, and U.S. mail in an effort to improve service.

Officer response times in 2000-2001 to Priority One calls (where there is a present or imminent danger to life or major damage or loss of property) were close to the 6.00 minute target with an actual average time of 6.06 minutes for the first Officer to arrive. The average response time to Priority One calls is projected to be slightly higher in 2001-2002 with an estimated time of 6.22 minutes. Officer response times in 2000-2001 to Priority Two calls (where there is injury or property damage, or potential for either to occur) were slightly above the target of 8.00 minutes with an actual average time of 8.21 minutes. The average response time to Priority Two calls is also

Police Department

Core Service: Respond to Calls for Service

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

projected to be higher in 2001-2002 with an estimated average of 11.65 minutes. A review of the CAD data shows that response times to Priority Two calls are below the 8 minute response time target in the downtown area while calls to the outer edge of the City are higher, pushing up the overall estimated average response time. The Department will be looking at redeployment opportunities in 2002-2003 to try and return the Priority Two call average to the 8 minute target.

As a result of the September 11, 2001 terrorist attack on the United States, the San Jose Police Department has experienced an increase in calls for specific services. For example, the Bomb Squad has experienced a spike in the number of calls related to suspicious packages. Calls regarding assaults that are potentially related to hate crimes also increased. Of much greater impact has been the change in security levels at the Norman Y. Mineta San Jose International Airport which the Police Department patrols. The new Federal Transportation Security Agency (TSA) has established airport security regulations that have had a direct impact on the sworn staffing demands at the Airport. Much of the increased demand for Airport security has been met by the use of sworn personnel on paid overtime. Staff is looking into Federal reimbursement for the increased overtime expenses. Since traffic flow into the Airport has been restricted, the Airport Division was able to utilize sworn positions originally designated for Airport traffic control for increased Airport security. With future federal airport security requirements unknown at this time, it remains to be seen if the current demand for Police patrol services at the Airport will continue through 2002-2003.

The Department developed an immediate tactical response plan in 2001-2002 in response to terrorist attacks. During the first half of the year, approximately 1,400 regular and reserve officers had received the first 10 hours of Active Shooter/Terrorist Response training.

In addition to calls received from the public, officers also respond to events and conditions on their beat, which might generally be associated with prevention and education or traffic safety core services (i.e., community policing). To the degree that they engage in these activities, they are unavailable to respond immediately to calls from the public, thus impacting the overall response time. In 2000-2001, officers initiated 114,353 such recorded events, which represented 34% of the total calls handled. It is estimated that this figure will increase to 125,400 in 2001-2002. It is anticipated that the impact of community policing, which is delivered in part through officer initiated calls, will result in continued favorable crime rates and that calls from the public will decline. In an effort to ensure that the balance between calls from the public and those initiated by officers is maintained, the Department continually tracks the source of all calls.

The Computer Aided Dispatch (CAD) System upgrade is scheduled to begin implementation in the first quarter of 2002-2003. Replacement of the In-vehicle Mobile Data Terminals (MDTs) is necessary for complete compatibility with the new CAD system. These new computers will also allow access to mapping and crime analysis data functions that are currently not available through the existing in-vehicle computers. The Construction and Conveyance Tax and grant funds will fund the replacement of MDTs.

Police Department

Core Service: Respond to Calls for Service

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

In March 2002, the voters in San Jose approved Measure O, the "9-1-1, Fire, Police, Paramedic and Neighborhood Security Act" (Neighborhood Security Act Bond Measure). This bond measure will provide funding for new facilities such as: South San Jose Substation, four Community Policing Centers, upgrade of 9-1-1 Communications Dispatch Center, and Driver Safety Training Center. These projects are described in detail in the Adopted 2002-2003 Capital Budget. The addition of a Program Manager position is included in this budget to help the Police Department to oversee these projects.

The replacement of five unmarked vehicles used by personnel on administrative assignments will be deferred for one year, resulting in 2002-2003 savings of \$200,000. As these vehicles are not used for emergency or safety purposes, deferring the replacement of these vehicles for one year should not impact performance levels.

Performance Measure Development

The measure, "San Jose's ranking against the 9-1-1 average answering times among nine cities of similar size with Computer-Aided Dispatch Systems", has been deleted due to difficulty in obtaining comparison information. Other jurisdictions do not use average answering time as a standard measure. Changing the measure to "percent of 9-1-1 calls that are answered within 10 seconds as compared to at least 6 cities of similar size" will allow for the comparison of San Jose's response to other jurisdictions.










The measure "Annual cost per call for Police service" includes costs for Police Communications Division and a portion of Police Patrol costs. This measure is estimated to decrease in 2001-2002 from the prior year level due to a decrease in costs and an increase in the number of calls. The 2000-2001 total cost level included one-time expenditures for CAD systems and other one-time additions. It is estimated that annual cost in 2002-2003 will continue to remain at the 2001-2002 level, reflecting an expected increase in call volume that will outpace the budgeted increase in salaries and benefits.

Police Department

Core Service: Respond to Calls for Service

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Respond to Calls for Service Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of 9-1-1 calls that are answered within 10 seconds as compared to at least 6 cities of similar size	N/A	N/A	88.7%/*	89%/*
 Average time in which 9-1-1 calls are answered (in seconds)	2.80	2.50	4.50	2.50
 Average time in which 3-1-1 calls are answered (in seconds)	40.90	45.00	53.00	45.00
 Average time in which Telephone Reporting Automation Center (TRAC) calls are answered (in minutes)	4.40	4.00	8.15	4.00
 Average time from call to 1st officer arrival where there is a present or imminent danger to life or major damage/ loss of property (Priority One) (in minutes)	6.06	6.00	6.22	6.00
 Average time from call to 1st officer arrival where there is injury or property damage, or potential for either to occur (Priority Two) (in minutes)	8.21	8.00	11.65	8.00
 Annual cost of Police to respond to calls for service	\$ 65.76	\$ 59.79	\$ 63.61	\$ 71.37
 Annual cost per call for Police service	\$ 189	\$ 156	\$ 154	\$ 154
 % of callers rating SJPD's response time and service provided upon arrival as good or excellent	99%	100%	97%	98%

* Data from other cities on answering times not available until year-end.

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of 911 calls received	222,439	228,650	220,612	228,650
Number of 311 calls received	251,358	278,769	292,922	290,000
Number of calls to TRAC system received	14,119	15,000	12,378	15,000
Number of reports received by alternative means	5,731	5,040	6,424	5,040
Number of officer-initiated calls received	114,353	131,312	125,438	131,312

Police Department

Core Service: Respond to Calls for Service City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Respond to Call for Services Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 118,032,402	\$ 118,128,797	N/A
Non-Personal/Equipment	N/A	N/A	11,441,697	11,774,674	N/A
Total	\$ -	-	\$ 129,474,099	\$ 129,903,471	N/A
Authorized Positions	N/A	N/A	1,084.50	1,085.50	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
------------------------------	-----------	-------------------	----------------------

THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSE

- | | | |
|--|------------------|------------------|
| 1. Defer Replacement of Unmarked Vehicles | (200,000) | (200,000) |
|--|------------------|------------------|

Deferring replacement of five unmarked vehicles for personnel on administrative assignments for one year will result in one-time savings and will not impact performance levels. (Ongoing savings: \$0)

Performance Results:

No reduction in current service levels will result from this action.

- | | | |
|--|-----------------|-----------------|
| 2. Standardization of Paint for Police Vehicles | (45,933) | (45,933) |
|--|-----------------|-----------------|

The Department will change its current practice of ordering special blue paint for police patrol vehicles and order factory dark blue paint instead. Factory dark blue paint is now very similar in color to the existing special order paint. This reduction in expenditures will have no impact on service levels. (Ongoing savings: \$70,029)

Performance Results:

No reduction in current service levels will result from this action.

Police Department

Core Service: Respond to Calls for Service City Service Area: Public Safety

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSE (CONT'D.)			
3. Changes in Vehicle Maintenance Staffing Levels		(10,000)	(10,000)
This savings results from an increase in the vacancy factor for General Services vehicle maintenance staffing. This will generate savings of \$10,000 in the Police Department and will reflect a likely downsizing of the fleet resulting from an audit currently in progress of the vehicle program. General Services will mitigate the reduction by managing its vacancies and determining which vacancies are critical to be filled, redeploying resources to key positions and reducing or eliminating less critical services. (Ongoing savings: \$10,000)			
Performance Results:			
Cycle Time If the fleet is not downsized, reductions in Fleet staffing level will cause cycle times for preventative maintenance and minor repairs to increase. Service levels and availability of fleet will remain the same for emergency vehicles.			
4. Neighborhood Security Bond Projects Management	1.00	96,395	0
In March 2002, San Jose voters approved a \$159 million "9-1-1, Fire, Police, Paramedic and Neighborhood Security Act" bond measure to improve Fire, Police, and paramedic response times and expand community policing efforts. The addition of a Program Manager position is approved to oversee, manage, coordinate, and have overall responsibility for delivering the Police Department's new capital program. (Ongoing cost: \$101,215)			
Performance Results:			
Cost Dedicated staff for the new capital program will monitor project status to minimize construction delays.			
5. Rebudgets: Computers, Vehicles and Locker Room		588,910	328,500
This action rebudgets unexpended 2001-2002 funds to complete the purchase of mobile data computers (\$73,000); vehicles for Airport Traffic Team (\$255,500); vehicles for Community Policing Centers (\$171,000); motorcycles (\$39,410); and a modular locker room (\$50,000). (Ongoing cost: \$0)			
Performance Results: N/A (Final Budget Modification)			
2002-2003 Adopted Core Service Changes Total	1.00	429,372	72,567

Police Department

Core Service: Crime Prevention and Community Education

City Service Area: Public Safety

Core Service Purpose

Provide programs and services through community education and partnerships to reduce criminal activity and enhance public safety.

Key Operational Services:

- | | |
|---|---|
| <input type="checkbox"/> Proactive Patrol | <input type="checkbox"/> Community Problem Solving |
| <input type="checkbox"/> Youth and School-based Services | <input type="checkbox"/> Adult Services |

Performance and Resource Overview

The Department provides over 50 programs and services to residents and schools in support of its effort to reduce crime and enhance public safety. These programs range from neighborhood presentations to multi-session programs involving students and their parents. They fall into four broad categories of youth and school-based services, e.g., Challenges & Choices, Truancy Abatement Burglary Suppression (TABS), Safe Alternative Violence Education (SAVE), Police Athletic League (PAL), community problem solving (e.g., Project Crackdown, Weed & Seed, Neighborhood Action), adult services (e.g., Neighborhood Watch, Crimestoppers, Workplace violence presentations) and proactive community policing. Quite often officers conduct preventative foot patrols, visit schools, attend neighborhood meetings, stop suspicious persons, make traffic stops, conduct probation and parole searches, and follow-up on previously reported crimes or on information obtained from residents.

The crime rate for San Jose is projected to remain well below the national crime rate. In 2000-2001, San Jose crime rate was 31% below the national level. When compared to the California crime rate during the same period, San Jose also remained well below at 37% below the State level. New FBI reports will not be available until October 2002 for 2001-2002, but projections for 2002-2003 will remain consistent with 2001-2002 expected levels.

In addition to responding to 9-1-1 calls for service and initiating responses, Police Officers are also proactive in community policing. For 2000-2001, it was anticipated that the Police Department would achieve 20,771 hours of community policing (10% increase over the prior year actual level). Instead, the Police Department achieved a 16.6% increase or 22,021 hours of community policing in 2000-2001.

To further enhance community outreach efforts, four local Community Policing Centers (CPCs) were planned for each of the four patrol divisions in the city. CPCs are part-time neighborhood-based facilities that offer a variety of community policing services, such as filing a non-emergency police report, having officers sign off on moving violation tickets, community meetings,

Police Department

Core Service: Crime Prevention and Community Education

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

neighborhood watch meetings and support. Since opening, the CPCs have been met with enthusiastic community support.

On March 18, 2002, the third CPC in Alviso officially opened to the public. This CPC is located in an historic landmark building that previously housed the Alviso Branch Library. Central Division Police Officers and volunteers from the Police Department's Volunteer Program (VOLT) Program staff the CPC during walk-in service hours. In addition, personnel from the Planning, Building and Code Enforcement Department are available during specific hours of operation.

As approved by the voters in March 2002, the Neighborhood Security Act Bond Measure will provide funding for the fourth CPC in the western part of San Jose. This project is described in detail in the Adopted 2003-2007 Capital Improvement Program.

Further community outreach has been enhanced with the purchase of a multi-media van for Crime Prevention/Community Outreach. The van will be used as a mobile education facility where residents can view safety presentations on video. San Jose residents will also have computer access to crime statistics and Megan's Law information within the van. The van will be available to the public at community safety fairs, at the CPCs, and at other City events.

The number of youth participating in intervention programs fell slightly below target in fiscal year 2000-2001. For youth involved in the TABS program, the Community Services Division achieved a level of 93% of the target of 6,000 youths. The number of youth in the SAVE Program reached only 81% of the target of 300 youths; however, the actual number of youths for the School Habitual Absentee Reduction Program (SHARP) were considerably higher than the target of 125 with 234 youths participating in the SHARP program. Participants in these programs are generally referred by other agencies, and there was a greater need in the community for the SHARP program. Overall, the Community Services Division achieved 94.6% of its 2000-2001 goal for the combined number of youths participating in these three programs. Although there are various factors in the community that influence youth related crimes, the 2000-2001 SAVE program data shows that 80% of the participants do not commit another violence related crime after participating in the SAVE program.

In conjunction with the youth intervention programs, the Police Department's Community Services Division has worked on developing new relationships such as that with the High School Law Enforcement Academy at the Central County Occupational Center to introduce police work to interested high school students within the county. This is an expansion of the prior program that was previously limited to one high school district. Another relationship with Inner City Games provides sports events for San Jose Unified School District youth at the PAL complex. In conjunction with the Safety Director for the East Side Union High School District, the Community Services Division has also provided active shooter situation training to nearly all the high schools and middle schools in San Jose. This training prepares schools to respond to violent assaults on their campuses similar to the Columbine High School incident.

Police Department

Core Service: Crime Prevention and Community Education

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

The Mayor's Budget Message included a directive to evaluate the transfer the of School Crossing Guard program to the Department of Transportation for better coordination with resources for Traffic Calming/Safe Passage Programs. This proposal is currently being evaluated by the Police and Transportation Departments with a preliminary report due to the City Manager in October 2002.

Performance Measure Development

Data for the percent of repeat youth offenders in the SAVE youth intervention program is provided by the County of Santa Clara, Juvenile Probation Department. Actual data for this program for 2001-2002 will not be available until August, 2002.











The percent of Neighborhood Watch groups that continue to exist one year following the initial education presentation has been deleted as a performance measure because it is unsustainable. Neighborhood Watch groups tend to dissolve when the crime problem is resolved. As people are constantly moving in and out of neighborhoods, maintaining contact with the original Neighborhood Watch group members is difficult.

Police Department

Core Service: Crime Prevention and Community Education

City Service Area: Public Safety

Performance and Resource Overview

Crime Prevention and Community Education Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 San Jose's crime rate (per 100,000 inhabitants) - by % and # - as compared to the national crime rate (Index Crimes)	-31% 1141/1649	-30%	*	-30%
 San Jose's crime rate (per 100,000 inhabitants) - by % and # - as compared to the California crime rate	-37% 1141/1815	-30%	*	-30%
 San Jose's crime rate (per 100,000 inhabitants) - by % and # - as compared to other cities in Santa Clara County	+9% 12/10	+20%	*	+20%
 San Jose's crime rate (per 100,000 inhabitants) - by % and # - as compared to 12 similar cities (CCI)	-59% 1141/2794	-40%	*	-40%
 % of repeat youth offenders in youth intervention programs, TABS (Truancy Abatement Burglary Suppression), SAVE (Safe Alternative Violence Education), SHARP (School Habitual Absentee Reduction Program)	14% 16% 4%	13% 20% 1%	22% ** 1%	13% 20% 1%
 % of community members who feel more knowledgeable about ways to keep themselves/neighborhoods safer after a crime prevention community education presentation	88%	85%	92%	85%
 % of successful resolution when immediate Multi-Agency response is activated under the Safe School Initiative	95%	95%	95%	95%
 % of requested crime prevention presentations fulfilled within 30 days	100%	100%	100%	100%
 Per capita investment for crime prevention in hours worked	\$30.53/hr.	\$30.53/hr.	\$28.57	\$34.33
 % of school administration rating school-based programs a 4 or better on a scale of 1 to 5, in the areas of protocol, training, interaction, and response	91%	80%	88%	80%

* Report published by FBI in October - preliminary numbers are not available

** Data from Santa Clara County, Juvenile Probation will not be available until August, 2002

Police Department

Core Service: Crime Prevention and Community Education

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of youth participating in intervention programs:				
TABS	5,602	6,000	5,356	6,000
SAVE	244	300	*	300
SHARP	-	-	-	-
Number of Schools participating in Programs:				
SHARP	19	19	19	19
Safe School Campus Initiative	67	135	135	135
Number of multi-agency responses to schools activitated	309	200	256	200
Hours of officer time spent on proactive community policing	22,021	+10%	22,021	+10%

* Data from Santa Clara County, Juvenile Probation will not be available until August, 2002

Crime Prevention and Community Education Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 7,880,724	\$ 7,827,778	N/A
Non-Personal/Equipment	N/A	N/A	540,050	567,050	N/A
Total	\$ -	-	\$ 8,420,774	\$ 8,394,828	N/A
Authorized Positions	N/A	N/A	111.59	110.59	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Police Department

Core Service: Crime Prevention and Community Education

City Service Area: Public Safety

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSE

1. Reduction of Clerical Position	(1.00)	(52,946)	(52,946)
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Included in this budget is the reduction of a vacant Office Specialist position in the Community Services Division. This position has been vacant since 1999. Existing staff will continue to absorb any prior workload associated with this position. No impact on service delivery levels is expected from this action. (Ongoing savings: \$52,946)

Performance Results:

No reduction in current service levels will result from this reduction.

2. Uniforms for Crossing Guards		27,000	27,000
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Funding for uniforms for crossing guards is included in this budget to encourage participation in the School Crossing Guard program. In addition to the initial patches and jacket that are currently part of the uniform allowance, the rest of the uniform will also be provided beginning in 2002-2003. (Ongoing cost: \$27,000)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	(1.00)	(25,946)	(25,946)
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Police Department

Core Service: Investigative Services

City Service Area: Public Safety

Core Service Purpose

Provide for the objective examination of events through the collection of evidence, interviewing of witnesses, the interrogation of suspects and other activities, to arrive at a resolution or successful prosecution.

Key Operational Services:

- | | |
|---|---|
| <input type="checkbox"/> Interview and Interrogate | <input type="checkbox"/> Facilitate Support Services for |
| <input type="checkbox"/> Collect and Process Evidence | Victims and Witnesses |
| <input type="checkbox"/> Assist District Attorney's Office | <input type="checkbox"/> Liaison with Outside Agencies for |
| <input type="checkbox"/> Obtain and Provide Specialized | Investigations and Community |
| Training | Policing Prevention |

Performance and Resource Overview

This service includes Family Violence, Gang Interventions, Homicide/Crime Scene/Night General, Robbery, Sexual Assaults, Assaults/Juvenile, Financial Crimes/Burglary, and High Tech Programs. Crime Analysis is also included in this core service as is the CAL-ID and Automated Fingerprint Identification System (AFIS) latent fingerprint identification programs. The increased availability of technology to investigators, including desk and laptop computers, computerized photographic line-up programs, and automated fingerprint systems as well as redeployments, assistance from Patrol and Special Patrol Divisions and an overall lower crime rate, has enabled the Department to maintain a high clearance rate for violent crimes as compared to other similar cities.

The events of September 11 have impacted Investigative Services in the type of crimes investigated. Lesser crimes, such as misdemeanors, are being deferred in order for investigators to address increases in hate crimes, assaults, bomb threats and arson investigations. Investigations for crimes on school campuses have also increased with potential hate related assaults and vandalism cases that require more time to investigate.

The units in this core service continue with successful partnerships in optimizing resources. Investigative Services continues cooperative efforts with various local agencies and continues to receive grant funds or special revenue for these efforts. The Narcotics Covert Investigations (NCI) Unit continues to receive High Intensity Drug Trafficking Area (HIDTA) funds and continues with its cooperative relationships with the DEA and the State Bureau of Narcotics Enforcement (BNE). The Regional Auto Theft Task Force (RATTF) also continues with collaborative efforts with the County to reduce vehicle thefts.

Police Department

Core Service: Investigative Services

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

The Rapid Enforcement Allied Computer Team (REACT) is a cooperative effort with the FBI, the IRS and other local jurisdictions to address high technology related crimes. The Special Investigations Unit is also involved in the Joint Terrorism Task Force (JTTF) which is run by the FBI and is associated with the California Anti-Terrorism Information Center (CATIC). The JTTF investigates suspected terrorist or suspicious activity in San Jose and surrounding areas.

In order to align position classification with department needs, the reallocation of vacant positions to create an Analyst position in the Crime Analysis Unit was approved. This action is not expected to impact current service delivery levels. The Crime Analysis Unit has transitioned into a more progressive, tactically responsive unit characterized by data-driven management. Police service delivery has been improved through enhanced strategic and tactical planning services and products. Specialized and strategic technology resources have been funded by law enforcement grants such as the California Law Enforcement Equipment Program (CLEEP) and have allowed the department to leverage software applications, hardware and innovative business practices with new department strategic priorities.

Performance Measure Development

In 2001-2002, the new Records Management System (RMS) went live. As with any new system, differences between the old tracking systems and the new have highlighted problem areas in the tracking of cases received, assigned, investigated or resolved. The Department is analyzing the causes for the discrepancies and will implement solutions as they are identified.





The measure on the "percent of cases assigned that are resolved or successfully prosecuted" is revised to the "percent of cases assigned that result in criminal filings or are otherwise successfully resolved." Changing the wording from "successfully prosecuted" is for clarification and to better align with the services the Department performs. Prosecution is also dependent on the County District Attorney's Office. The result of a detective's efforts to obtain a criminal filing or otherwise determine what happened on a case is of greater concern to the Department. Accordingly, the "number of in-custody filings" measure has been deleted. The measure on the "percent of in-custody cases filed on time" has also been deleted. Numerous factors impact those instances of a late filing including dependence upon other associated law enforcement agencies such that this measure is not an accurate measure of the Department's ability to obtain the goal.

Police Department

Core Service: Investigative Services

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Investigative Services Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of cases assigned that result in criminal filings or are otherwise successfully resolved	107%	90%	90%	90%
 Clearance rate for violent index crimes (Homicide, Rape, Robbery, Aggravated Assaults) as compared to 9 cities of similar size	TBD*	70%	TBD*	70%
 % of victims, who rate the service a 4 or better in areas of responsiveness and interactions	81%	75%	84%	75%
 % of prosecutors, and advocates who rate the service a 4 or better in areas of completeness and follow-through	98%	90%	90%	90%

* Report published by FBI in October - preliminary numbers are not available

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated**	2002-2003 Forecast**
Number of cases received	62,434	65,000	49,902	65,000
Number of cases investigated	30,557	33,000	25,070	33,000
Number of cases not assigned due to lack of resources	2,372	3,000	2,662	3,000
Number of cases successfully resolved	48,378	47,000	42,224	47,000

** Discrepancies in the data tracking systems have surfaced since the implementation of the new RMS system. The Department will further examine the data and tracking systems to obtain more accurate information. Forecasted activity levels for 2002-2003 will remain the same until the Department can determine the accuracy of the RMS number for cases.

Police Department

Core Service: Investigative Services City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Investigative Services Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 38,863,183	\$ 38,801,062	N/A
Non-Personal/Equipment	N/A	N/A	3,568,605	3,754,759	N/A
Total	\$ -	-	\$ 42,431,788	\$ 42,555,821	N/A
Authorized Positions	N/A	N/A	358.50	357.00	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSE

1. Crime Analysis Unit Reallocation of Positions (1.50) (79,630) (79,630)

The reallocation of positions in the Crime Analysis Unit will delete two vacant Crime Data Specialists and a vacant part-time Office Specialist position and add an Analyst position. This reallocation will align position classifications with the Unit's needs, with a positive impact on current service delivery levels. (Ongoing savings: \$79,630)

Performance Results:

Quality The change in staffing would provide the Unit with support in analysis and planning related to staffing, deployment, and scheduling of officers.

2. Rebudgets: Investigative Programs and Equipment 203,663 203,663

This action rebudgets unexpended 2001-2002 funds to complete the following projects: HIDTA Heroin (\$17,509); Gaming Control (\$90,000); mobile data computers for vehicles (\$34,954); foreign-based homicide fugitives (\$1,200); and domestic violence (\$60,000). (Ongoing cost: \$0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Core Service Changes Total	(1.50)	124,033	124,033
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Police Department

Core Service: Traffic Safety Services *City Service Area: Transportation Services*

Core Service Purpose

Provide for the safe and free flow of traffic through enforcement, education, investigation, and traffic control.

Key Operational Services:

- | | |
|---|---|
| <input type="checkbox"/> Enforcement | <input type="checkbox"/> Education |
| <input type="checkbox"/> Investigation | <input type="checkbox"/> Traffic Control |

Performance and Resource Overview

Traffic Safety is an area of growing concern within the City of San Jose. It remains the number one topic of conversation at community-based meetings. Traffic concerns will continue to escalate as development and expansion of the City's business and housing base increases.

Traffic Safety Services are provided to San Jose's residents and visitors in four major areas: by providing a visible presence as both an enforcement and a prevention measure at heavily impacted locations (freeway access roads, intersections, and near schools); by responding to accidents as they occur which impede the free flow of traffic, by investigating traffic-related complaints received from residents and visitors, and through community meetings.

Crime deterrence and voluntary compliance with traffic regulations are aided by visibility of patrol resources. The performance measures identified here will provide a means of determining the success of the Department's presence on impacted areas. One key measure in this area is the "% of change of crashes within the 10 high crash locations". Based on information provided by the Transportation Department, ten locations are identified each year. The Department's target however remains the same to gauge effectiveness of police presence in these locations.

The number of traffic accidents that occurred in 2000-2001 was within 1.8% of target with 15,271 accidents versus a target of 15,000. It is estimated that 15,000 accidents will occur in 2001-2002. At the 10 high crash locations, 167 crashes occurred in 2000-2001 (9.9% higher than the target of 152). Since the 10 high crash locations will change over time, the actual numbers for this measure will be adjusted, but the target of a 10% reduction remains constant.

Pedestrian injuries were also higher than anticipated in 2000-2001 with 367 injuries compared to the target of 325, or a 12.9% variance. Higher housing densities and continued spread-out development has increased vehicular traffic and increased risk for pedestrians. For 2001-2002, it is estimated that 360 injuries will occur, compared to a target of 325. This increased risk for pedestrians is being

Police Department

Core Service: Traffic Safety Services
City Service Area: Transportation Services

Performance and Resource Overview (Cont'd.)

addressed with the implementation of the Safe Passage program in collaboration with traffic enforcement.

Performance Measure Development

Tracking Hazardous Moving Violations attempts to arrive at what is commonly referred to as the "traffic enforcement index", a standard law enforcement measurement. Keeping the index high in comparison to fatality and injury crashes is the goal, and the Department has modified this measure slightly to comply with other jurisdictions' tracking mechanisms.







The measure, "Ratio of hazardous moving violation citations issued and DUI arrests compared to total number of fatalities and injury crashes" has been changed to the "ratio of hazardous moving violations issued and DUI arrests compared to total number of fatalities and injury crashes". Citations can have multiple violations and counting these was understating the activity. Identifying violations is a more valuable tool and is easily sustainable.

The measures, the "number of Traffic Education Presentation requests received/fulfilled" and the "percent of attendees rating Traffic Education Presentations a 4 or better in areas of response, interaction, and follow-through", have been deleted. Presentations are no longer a part of the Traffic Enforcement Unit (TEU) workload. Presentations have been combined with the Crime Prevention and Community Education core service and cover multiple topics.

Police Department

Core Service: Traffic Safety Services City Service Area: Transportation Services

Performance and Resource Overview (Cont'd.)

Traffic Safety Services Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 Ratio of total crashes to million miles traveled	2.2:1	2:1	2.2:1	2:1
 % of change of crashes within the 10 high crash locations	-10%	-10%	*	-10%
 Ratio of hazardous moving violation citation issues and DUI arrests compared to total number of fatalities injury crashes	7.8:1	10:1	10:1	10:1
 % of Traffic Complaints responded to within a 2 week period	90%	90%	85%	90%
 Program costs per million miles traveled	\$872	\$800	\$872	\$872
 % of traffic complainants who rate our response a 4 or better on a scale of 1 to 5	75%	80%	80%	80%

* Data not available until the end of the year

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of traffic accidents	15,271	15,000	15,000	15,000
Number of miles traveled (In billions)	6.900	6.900	6.900	6.900
Number of crashes at 10 high crash locations	167	216	*	216
Number of traffic complaints received	1,623	1,500	923	1,500
Number of hazardous moving violation citations issued	40,117	38,000	33,270	41,000
Number of pedestrian injuries	367	325	360	325

* Data not available until the end of the year

Police Department

Core Service: Traffic Safety Services

City Service Area: Transportation Services

Performance and Resource Overview (Cont'd.)

Traffic Safety Services Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 7,035,317	\$ 7,035,317	N/A
Non-Personal/Equipment	N/A	N/A	114,641	114,641	N/A
Total	\$ -	-	\$ 7,149,958	\$ 7,149,958	N/A
Authorized Positions	N/A	N/A	62.00	62.00	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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NONE

Police Department

Core Service: Special Events Services

City Service Area: Public Safety

Core Service Purpose

Provide for safe and orderly special events including festivals and parades, free-speech demonstrations, political rallies, labor disputes, and dignitary visits, as well as other incidents requiring extra-ordinary planning and/or resources.

Key Operational Services:

☐ **Off-Duty Security Services**

Performance and Resource Overview

The residents of San Jose maintain an active and visible connection to the community through their presence at various events, either as a spectator or participant. These events require police presence to ensure safety for all participants. Special events include parades, festivals, sporting competitions (e.g., triathlons), and City construction projects.

In order to police special events without impacting regularly deployed on-duty personnel, the Department requires the event sponsors to hire off-duty personnel through its Secondary Employment Unit (SEU). For 2000-2001, there were 291 special events recorded by SEU, and 9,769 hours of off-duty uniformed security were provided at these special events and at private venues. For 2001-2002, it is estimated that the number of off-duty uniformed security will increase to 12,464 hours with event sponsors desiring heightened security in response to the September 11 events.

The cost to provide Secondary Employment capability in 2000-2001 was \$521,729. This amount includes the cost to administer the program but excludes the cost for officers at the event. Expenses for officers at an event are billed to the promoter. The actual billing cannot exceed the "estimated cost" presented to the promoter by more than 10%. The Department therefore tracks these estimates to insure adherence to this requirement. For 2000-2001, the Department's estimates were 1.4% below the actual amount billed. Indicators for 2001-2002 signify that the Department's estimates will be within 5.1% of actual amount billed.






Performance Measure Development

The measure "% of complaints from attendees/residents about the special events" has been deleted from the Special Events core service for the Police Department since the Department does not receive nor handle such complaints. These complaints are handled by the Office of Cultural Affairs in the Convention, Arts and Entertainment Department.

Police Department

Core Service: Special Events Services City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Special Events Services Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of public events handled by off-duty officers which did not require the emergency assistance of on-duty personnel	99.8%	100%	100%	100%
 Ratio of off-duty worksite inspections compared to total work permits issued	25:762	60:1000	18:650	60:1000
 Billing estimate to actual cost billed (in thousands)	\$1106/\$1122 within 1.4%	\$1144/\$1086 within 10.0%	within 5.1%	within 10.0%
 Ratio of off-duty officers provided through Secondary Employment to City costs for equivalent on-duty personnel (in thousands)	\$1128/\$1635	-	\$1086/\$1630	\$1151/\$1728
 % of complaints received from special event promoters	1%	3%	3%	3%

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of hours of Off-Duty Uniformed Security at Special Events	9,769	10,000	12,464	10,000
Number of Special Events	291	300	300	300
Number of Secondary Employment Work Permits	767	1,000	878	1,000
Cost of providing Secondary Employment capability	\$ 521,729	\$ 427,382	\$ 534,106	\$ 585,718

Police Department

Core Service: Special Events Services

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Special Events Services Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 740,479	\$ 740,479	N/A
Non-Personal/Equipment	N/A	N/A	51,290	51,290	N/A
Total	\$ -	-	\$ 791,769	\$ 791,769	N/A
Authorized Positions	N/A	N/A	7.00	7.00	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
NONE			

Police Department

Core Service: Regulatory Services

City Service Area: Public Safety

Core Service Purpose

Provide for the mandated regulation of businesses and activities and the issuance of those attendant mandated permits which are in the public interest.

Key Operational Services:

- ☐ **Permits Issuance**
- ☐ **Investigations**

- ☐ **Inspections**

Performance and Resource Overview

The Department collects over 100 different fees in areas such as duplication of the Police Manual, accident reports and vehicle impound reports. Over 60% of the fees collected are related to permit issuance. Tow, taxi and limousine owners and drivers, ambulance operators, flower and ice cream vendors, peddlers, pawnbrokers, amusement and bingo halls, massage parlors, card rooms, street closures, and public entertainment are some of the specific areas where San Jose has regulated the operations of such activities. The Police Department enforces the compliance with those regulations.

The regulatory function in the Police Department does not stand alone. Many regulations and permits are generated through several other departments in the city, including the Fire and Planning, Building and Code Enforcement Departments. It is the Police Department's responsibility to ensure compliance with City ordinances.

While there were nearly 4,800 applications processed in 2000-2001 for various permits, three areas are depicted in the performance measures for this core service as a result of concerns from the residents of San Jose: card rooms, taxi companies and tow companies.

The Permits Unit of the Police Department is the unit responsible for processing applications and issuing regulatory permits. Sworn personnel with disabilities that prevent them from working in patrol on an ongoing or temporary basis are typically assigned to an administrative function such as the Permits Unit. The number of work permit applications processed, the number of taxi cabs inspected, and the number of Regulatory permits issued have been impacted by the slower economy. Permit applications for vendors and certain small businesses have declined. With the reduced activity level in 2000-2001 and continued decline in 2001-2002, the targeted levels for these measures have been adjusted downward for 2002-2003.

Police Department

Core Service: Regulatory Services

City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Performance Measure Development









Measures for card room activities were slightly modified to include the term "work permit" to clarify the types of permits included in the measurement data.

Due to litigation actions currently in progress, the number of card room licenses and work permit applications are lower than anticipated with an estimated 3,236 for 2001-2002, compared to a target of 6,000. In addition, work permits have been extended to two years reflecting a lower renewal activity level. The 2001-2002 estimated percent of card room licenses and permits revoked and overturned on appeal is higher than anticipated at 19% (compared to a target of 9%). For the "% of Card Room Employee Work Permit applicants receiving a written decision within 20 working days", the actual percentage is below target at 80% due to litigation procedures which suspended some application reviews and due to delays in receiving financial evaluations. Decisions on license applications have been likewise been deferred because of litigation in progress.

Police Department

Core Service: Regulatory Services City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Regulatory Services Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of Card Room Licenses, Key Employee Licenses and Card Room Work Permits revoked or denied as compared to total license work permits issued	4%	4%	4%	4%
 % of Card Room License revocations and denials overturned on appeal to total licenses or work permits revoked or denied	13%	9%	19%	9%
 % of Card Room Employee Work Permit applicants receiving written decision within the ordinance mandated 20 working days	100%	100%	80%	100%
 % of taxis inspected annually that are found to be in compliance when initially inspected	89.5%	100%	90%	100%
 Ratio of Budgeted costs to estimated revenues	2.15:1	1.31:1	1.47:1	1.47:1
 % of taxi complaints resolved within 7 days	100%	100%	100%	100%
 % of taxi cab drivers tested within 7 days of application	92%	100%	90.6%	100%
 % of permit applicants surveyed who rate the service a 4 or better on a scale of 1 to 5 in the areas of response and interactions	99.1%	100%	100%	100%

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of Work Permit Applications processed	4,757	6,000	3,236	4,500
Number of Card Room/Key Employee License Applications	948	900	564	600
Number of denials and revocations - cardrooms only	38	50	17	50
Number of denials overturned-cardrooms only	7	10	4	10
Number of taxi cabs inspected	1,029	1,500	564	850
Total number of Regulatory Permits issued	3,836	5,000	2,296	3,500

Police Department

Core Service: Regulatory Services City Service Area: Public Safety

Performance and Resource Overview (Cont'd.)

Regulatory Services Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 2,085,206	\$ 2,085,206	N/A
Non-Personal/Equipment	N/A	N/A	160,619	160,619	N/A
Total	\$ -	-	\$ 2,245,825	\$ 2,245,825	N/A
Authorized Positions	N/A	N/A	21.00	21.00	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
NONE			

Police Department

Strategic Support

Strategic Support represents services within the Police Department that provide the foundation for all other core services to build upon. While, internally, these services have missions and objectives, they do not stand alone. Recruitment, training, and safety are just a few areas under the umbrella of Strategic Support that are necessary for the Police Department to manage resources, both personnel and equipment; p the community.

While there are no specific performance measures identified for this grouping of services, there are performance measures in each of the key areas detailed below that indicate the success of the service provided. And as the underpinning to all other core services, their effectiveness is reliant on the success of these support services as well. Strategic Support within the Police Department includes:

- | | |
|--|---|
| <input type="checkbox"/> Public Information | <input type="checkbox"/> Facility and Vehicle Management |
| <input type="checkbox"/> Fiscal Integrity | <input type="checkbox"/> Wellness of the Workforce |
| <input type="checkbox"/> Systems Availability | <input type="checkbox"/> Safety |
| <input type="checkbox"/> Recruiting/Training | |

Performance and Resource Overview

In an effort to minimize the impact on front-line Police services in light of the City's economic outlook for 2002-2003, the Police Department focused on support services for program reductions. Elimination of positions was addressed through vacant civilian positions only, most of which have been long-term vacancies due to shortages in the applicant pool. Deferring equipment replacement and increasing vacancy savings are other strategies the Police Department employed to meet budget reduction targets.

The Records Section of the Operations Support Services Division (OSSD) of the Bureau of Technical Services has carried a high level of civilian vacancies on a long-term basis. OSSD has had difficulty in filling vacancies due to limitations in the applicant pool and the list of acceptable candidates. Overtime funds have been used in the past in lieu of filling the positions to allow a more efficient use of staff hours during periods of peak demand. With the advent of the new Police Records Management System (RMS) that went live in 2001-2002, it is anticipated that this improved technology will impact the staffing needs for Police Data Specialists (PDS) and clerical positions. The full implementation of the RMS should eliminate redundant data entry and consolidation of records activities would reduce the number of employees who would have to handle each case as it comes through the processing cycle. A review of the Division's permanent staffing level will be necessary when all phases of the RMS become operational. A total of 12 vacant PDS and one vacant Office Specialist positions are included in this budget for reduction in 2002-2003, generating ongoing savings of \$730,714. The continuation of overtime augmentation in 2002-2003 will assist OSSD staff while the evaluation of RMS impacts on Records functions is being tested and assessed, and newly hired PDS employees undergo and complete training.

Police Department

Strategic Support

Performance and Resource Overview (Cont'd.)

The Range Bullet Trap equipment is being replaced using 2001-2002 funds. The result of this replacement will net a savings in the General Services maintenance budget of approximately \$84,000. The Department continues to review and evaluate newer technologies that will facilitate efficiencies throughout the Department and promote interdepartmental partnerships when possible.

Strategic Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Strategic Support Budget *					
Personal Services	N/A	N/A	\$ 22,671,131	\$ 22,049,767	N/A
Non-Personal/Equipment	N/A	N/A	3,618,467	6,476,567	N/A
Total	\$ -	-	\$ 26,289,598	\$ 28,526,334	N/A
Authorized Positions	N/A	N/A	240.40	227.40	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of Strategic Support. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Strategic Support performance, yet are displayed elsewhere in this budget.

Strategic Support Budget Changes

Adopted Strategic Support Changes	Positions	All Funds (\$)	General Fund (\$)
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THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSE

1. Records Division Staffing Reduction	(13.00)	(630,714)	(630,714)
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The reduction of 12 vacant Police Data Specialist positions and one vacant Office Specialist position is included in this budget. The full implementation of the Records Management System (RMS) will eliminate redundant data entry and will consolidate record activities. A review of the Division's permanent staffing level will be necessary when all phases of the RMS become operational. Also included in this budget is overtime funding for 2002-2003 to assist staff while recently hired employees complete the training process. (Ongoing savings: \$730,714)

Performance Results:

Cycle Time In the short-term, increased time processing of requests for records may occur as the shift from the prior system to RMS occurs and as recently hired employees undergo the training process.

Police Department

Strategic Support

Strategic Support Budget Changes (Cont'd.)

Adopted Strategic Support Changes	Positions	All Funds (\$)	General Fund (\$)
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THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSE (CONT'D.)

2. Rebudgets: Strategic Support Programs and Equipment 2,867,450 108,811

This action rebudgets unexpended 2001-2002 funds to complete the following projects: Livescan software (\$8,811); Vehicle Crimes Unit – asbestos abatement (\$100,000); replacement of in-vehicle mobile data computers (\$1,183,365); training activities (\$384,213); less lethal weapons (\$284,100); mobile data computer upgrades and related equipment (\$372,061); furniture and fixtures for the West Community Policing Center (\$250,000); computer equipment and software (\$107,600); second crime scene van (\$138,000); and miscellaneous equipment items such as a mapping plotter, recruiting presentation system, security enhancements and training equipment for the Dispatch Center and forensic analysis equipment (\$39,300). (Ongoing cost: \$0)

Performance Results: N/A (Final Budget Modification)

2002-2003 Adopted Strategic Support Changes Total	(13.00)	2,236,736	(521,903)
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Public Works Department

Katy Allen, Director

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Plan, design and construct public facilities and infrastructure systems to enhance the quality of life for the residents of San Jose

Core Services

Plan, Design and Construct Public Facilities and Infrastructure

Plan, design and construct public facilities and infrastructure

Regulate/Facilitate Private Development

Review of private development to ensure that new development contributes to the safety and welfare of the citizens as well as the City's economic development

Equality Assurance

To ensure that proper compensation and benefits are paid to workers performing work on City and Redevelopment Agency funded construction and housing contracts and City funded service and maintenance contracts

Strategic Support: Real Estate, Materials Testing Laboratory, Surveying Services, Infrastructure and Mapping, Financial and Contractual Administration, Computer Services, and Employee Services

Public Works Department

Budget Summary

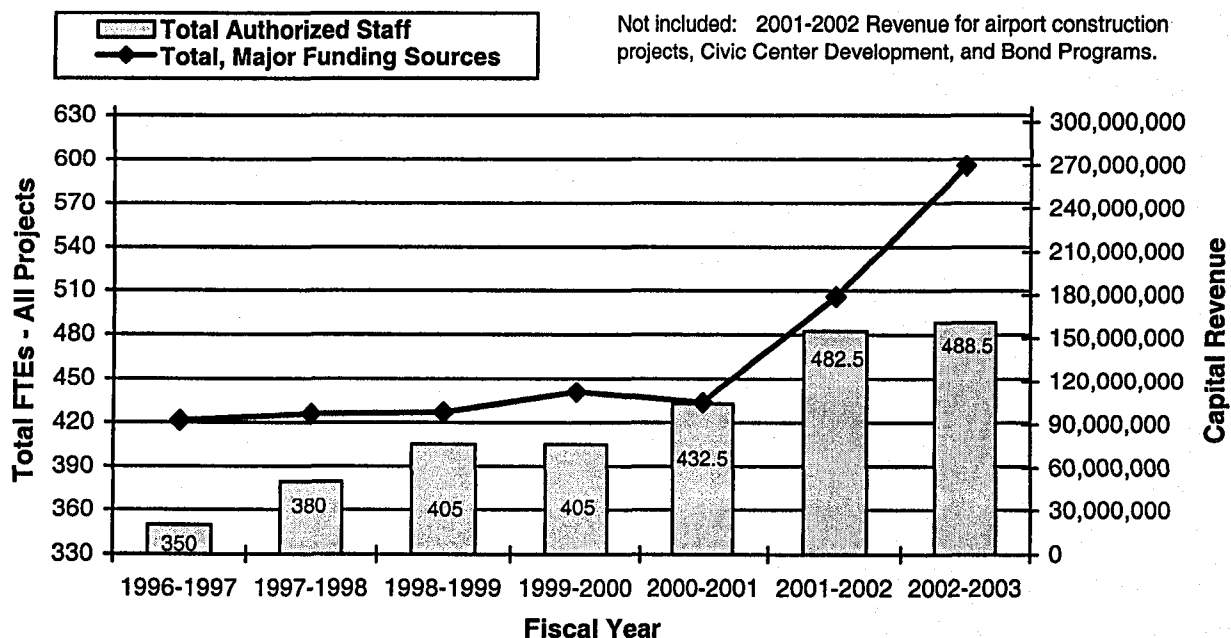
	2001-2002 Adopted	2002-2003 Adopted	Change
Authorized Positions	482.50	488.50	1.2%
Department Budget (All Funds)	\$ 40,823,107	\$ 45,200,536	10.7%

Budget Highlights 2002-2003

- ☐ Additional staffing resources have been included to address workload created by passage of Library and Park Bonds that were approved for the construction of, and improvements to, neighborhood branch libraries, regional and neighborhood parks, and recreation facilities.
- ☐ The Airport Capital Improvement Program will focus on the design and construction of large security related projects to comply with the new security requirements of the Federal Aviation and Transportation Security Act.
- ☐ The Approval of the Neighborhood Security Act Bond Measure provides funding for the construction of improvements to Police and Fire facilities. Twelve projects are scheduled to commence during 2002-2003.
- ☐ Construction of the new Civic Center is expected to commence during 2002-2003.

Budget

Public Works Staffing and Capital Budget for Projects



Public Works Department

Department Overview

The Public Works Department has the primary responsibility to deliver facilities and infrastructure that meet the needs of the residents of San Jose and that comply with the standards and requirements established in the engineering guidelines, the City's Master Plans, and the City's General Plan. The Department achieves its goals through three core services: Plan, Design, and Construct Public Facilities and Infrastructure; Regulate and Facilitate Private Development; and Equality Assurance, a core service approved for addition to the Department in this budget.

Public Works is a primary partner in the City Facilities and Equipment (CF&E) City Service Area (CSA) whose vision is "World Class Facilities and Equipment." CF&E's mission is to "Support the visions and missions of other CSAs by being the preferred provider in managing the acquisition, construction, maintenance, installation and replacement of City facilities and equipment."

The Department's Plan, Design and Construct Core Service supports six CSAs in implementation of the City's Capital Improvement Program (CIP). The Core Service, Regulate/Facilitate Private Development supports the Economic and Neighborhood Development CSA by enforcing the City's General Plan policies and providing design review and inspection of developer constructed public infrastructure. As part of this budget, the Labor Compliance Core Service, along with 14 positions, was transfer from the Office of Equality Assurance to the Public Works Department and retitled Equality Assurance. This Core Service supports the CF&E CSA by ensuring that proper compensation and benefits are paid to workers associated with City and Redevelopment Agency funded contracts.

The Department utilizes a Project Management Database to assist in monitoring projects and providing information such as project description, status, location, project manager, and budget source. Information from this database is available on the Internet and can be accessed at the City's and Department's websites. The Department's website also includes a Bid Hotline where current bids, planholder lists, and bid results can be obtained.

In February 2001, the City Manager implemented an organizational realignment to several departments in the City, including the Public Works Department. This realignment clearly defines the role of the Department with the primary function of timely and effective implementation and management of capital improvements projects.

Departmental organizational changes for 2002-2003 include the transfer of the Property Management and Sale of Surplus Property functions from the Real Estate Strategic Support group (three positions) to the General Services Department and the transfer of three positions to the City Manager's Capital Improvement Program Action Team. The Department will continue to have a project management role, ensuring that design and construction is completed on time and on budget.

In 2002-2003, the Department will face new challenges in the Plan, Design and Construct Core Service due to the increased demand for public improvement projects through the passage of several bond measures, including the Neighborhood Security Act Bond Measure. In determining the resource needs for 2002-2003, the Department utilized a Staffing Plan Model, which assesses the 2002-2003 workload based on the 2002-2003

Public Works Department

Department Overview (Cont'd.)

capital projects. As a result, a net addition of four positions is approved in this budget, bringing the total departmental staffing to 488.5 positions.

Plan, Design and Construct Public Facilities and Infrastructure

Parks and Library Projects

The Department welcomes the exciting opportunity to build and renovate parks and libraries, and recreational facilities approved by the voters through the passage of the Park and Library Bond Measures in November 2000. The 10-year bond program consists of \$211 million in library bonds to support construction and reconstruction of 20 branch libraries and \$228 million in park bonds to support numerous park and recreation facilities projects.

Sixteen positions were approved during 2000-2001 to address the aggressive timelines of these and other projects in the capital budget. The Department continues to focus on delivering all programmed projects in a timely way while still meeting the goals of community participation and quality products.

The Department continues to deliver the substantial workload of the parks and library bond programs within the aggressive schedule commitments, along with other projects in the Adopted Capital Budget. While delivering projects programmed in the adopted capital budget, the Department is flexible in absorbing new projects that may arise within the fiscal year, such as grant-funded projects, that bring additional resources to the City resulting in more public facilities.

Neighborhood Security Act Bond Measure

In March 2002, the voters approved the \$159 million Neighborhood Security Act Bond Measure. The bond measure proceeds will provide funding over a five-year period to improve fire, police, and paramedic response times and expand community policing efforts by adding and improving existing facilities. The schedule of projects includes a police substation in South San Jose, a driver safety training center, renovation of the fire training center, eight new and improved neighborhood fire stations, upgrade of 20 fire stations, and four community policing centers.

Airport Infrastructure Projects

The Airport Master Plan, adopted by City Council on June 10, 1997, provides a long-term plan for airport development and identifies a program of facility improvements to accommodate projected commercial aviation demand by the year 2010. Subsequently, on March 3, 1998, the Master Plan Team was established, which includes staff from the Public Works Department, the Airport Department, and program and construction management consultants.

Since its approval in 1997, the implementation of the Airport Master Plan has been affected by a number of legislative, logistical and economic factors. In December 1999, the City received the Federal Aviation Administration (FAA) approval of the Environmental Impact Statement (EIS). Since that time, several projects were undertaken, including the extension of Runway 30R, the reconstruction of Runway 30L, the construction of a new public parking lot on the Airport's west side, and the Federal Inspection Service facility. Also in December 1999, the City Council adopted the Airport

Public Works Department

Department Overview (Cont'd.)

Plan, Design and Construct Public Facilities and Infrastructure (Cont'd.)

Airport Infrastructure Projects (Cont'd.)

Traffic Relief Act, mandating the incorporation of the transit connection and the above grade separation projects, upgrading Airport intersections, the Coleman/880 interchange, and expanding Highway 87.

The events of September 11 have significantly affected implementation of the Airport Master Plan, as financial constraints delayed project schedules. Projects are now programmed in the 2003-2007 CIP for the implementation of the consolidated terminal concept approved by the City Council on November 13, 2001. A total of \$450 million was programmed as a reserve to meet the requirements of the recent Aviation and Transportation Security Act (TSA). The current focus at the Airport is to develop an Airport that not only meets customer and community needs, but also meets the requirements set for security.

New Civic Center Project

City staff and the consulting architect completed the schematic design process, which was approved by the Council in September 2000. In order to meet the delivery of the project according to the approved schedule, the Public Works Department Project Management Group introduced the use of an expedited project delivery method (the Multiple Prime Contract method). This method was approved by the City Council on November 28, 2000. The use of this method results in an anticipated two to four percent reduction in construction costs. This project's construction was anticipated to begin in November 2001. The commencement of this project, however, was

delayed by a legal challenge that has since been resolved. Council reviewed several options for the new Civic Center, and in May 2002 a final determination was made on its site and design. Construction is anticipated to begin in 2002-2003.

Street Resurfacing Projects

The City has been aggressive in delivering street resurfacing and rehabilitation projects. A project that specifically targets Strong Neighborhoods Initiative (SNI) areas has resurfaced approximately 16 miles of residential streets at a project cost of \$3.8 million. A neighborhood project that rehabilitated four residential streets was also delivered in 2001-2002. That same level of project activity is not expected to continue in the future due to funding constraints in the traffic capital program.

Streetlight Projects

Staff has been successful in delivering an expanded Streetlight Program. Previously, the program received approximately \$400,000 per year. In 1999-2000 and 2000-2001, the program received funding of \$2.84 million and \$2.79 million, respectively. This funding allowed staff to reduce the backlog of minor streetlight requests. The same level of project activity is not expected to continue in the future due to funding constraints in the Traffic Capital Program. Public Works staff worked with staff from the Departments of Transportation and Parks, Recreation and Neighborhood Services to identify lighting priorities in SNI areas and to secure funding for needed improvements. Additionally, staff developed new City Council-approved guidelines that require the use of ornamental fixtures in designated Historic District and Conservation Areas. This year's city-wide Lighting program incorporates the new City Council direction.

Public Works Department

Department Overview (Cont'd.)

Plan, Design and Construct Public Facilities and Infrastructure (Cont'd.)

Sanitary and Storm Sewer Projects

The Department will continue its efforts to enhance sanitary and storm sewer capacity and rehabilitate existing sewers. The Sanitary Sewer System consists of approximately 2,000 miles of sewer mains. Rehabilitation projects are selected based on studies, maintenance records, and actual pipe failures. Continued emphasis will be given to the design and implementation of sanitary sewer projects and storm sewer projects that serve neighborhoods.

Regulate/Facilitate Private Development

The Department continues to provide review and facilitation of private development projects and is a primary partner in the END CSA.

The successful implementation of the Public Works component of San Jose Permits On-Line (formerly known as the Integrated Development Tracking System) now requires continued training and support for the City's new joint Imaging Center in cooperation with the END CSA partners, the Fire and Planning, Building and Code Enforcement Departments.

Development fee revenues significantly dropped in 2001-2002 and revenues are projected to remain at the same level for

2002-2003. Without the following strategies approved in this budget and through the fees and charges document, the program would fall well below cost recovery: redeployment of approximately 14 positions from the fee program to various capital and bond projects, an increase in fee revenue of 7.2% through increases to existing fees, and the implementation of several new fees for mandated services that the program currently provides to the development industry at no additional charge. With this strategy, the Department should be able to maintain the current levels of service provided to the program's customers.

Equality Assurance

In July 2002, the organizational realignment of the Labor Compliance Core Service from the Office of Equality Assurance to Public Works was implemented. A total of 14 positions from the Office of Equality Assurance were incorporated into the Department's budget.

This core service is responsible for implementing out the Council's four policies mandating contractors working on City-funded construction, housing, service and maintenance contracts pay their workers the proper compensation and benefit amounts. For 2002-2003, the number of projects to be monitored for compliance with prevailing wage and living wage requirements is expected to continue to increase as construction begins on various voter-approved bond projects.

Public Works Department

Department Budget Summary

	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Plan, Design and Construct Public Facilities and Infrastructure	N/A	N/A	\$ 29,836,158	\$ 31,572,982	N/A
Regulate/Facilitate Private Development	N/A	N/A	7,570,827	6,158,972	N/A
Equality Assurance	N/A	N/A	1,252,665	1,402,665	N/A
Strategic Support	N/A	N/A	6,076,299	6,065,917	N/A
Total	\$ -	\$ -	\$ 44,735,949	\$ 45,200,536	N/A
Dollars by Program					
Management & Admin.	\$ 3,151,318	\$ 3,439,399	N/A	N/A	N/A
Transportation	3,348,863	N/A	N/A	N/A	N/A
Architectural Engineering	7,893,705	10,416,615	N/A	N/A	N/A
Parks & Recreation Facilities	2,080	729,318	N/A	N/A	N/A
Development Services	4,984,068	6,190,699	N/A	N/A	N/A
Design & Construction	7,807,704	9,241,873	N/A	N/A	N/A
Engineering Services	6,736,049	6,971,917	N/A	N/A	N/A
Airport Master Plan	2,167,736	2,403,222	N/A	N/A	N/A
Real Estate	1,467,403	1,430,064	N/A	N/A	N/A
Total	\$ 37,558,926	\$ 40,823,107	\$ -	\$ -	N/A
Dollars by Category					
Personal Services					
Salaries/Benefits	\$ 35,660,311	\$ 39,051,176	\$ 43,704,504	\$ 44,031,091	12.8%
Overtime	119,995	163,642	72,457	72,457	(55.7%)
Subtotal	\$ 35,780,306	\$ 39,214,818	\$ 43,776,961	\$ 44,103,548	12.5%
Non-Personal/Equipment	1,778,620	1,608,289	958,988	1,096,988	(31.8%)
Total	\$ 37,558,926	\$ 40,823,107	\$ 44,735,949	\$ 45,200,536	10.7%
Dollars by Fund					
General Fund	\$ 9,294,227	\$ 9,431,781	\$ 10,435,509	\$ 8,895,644	(7.3%)
Airport Maint and Opers	N/A	N/A	110,249	110,249	N/A
Low/Mod Income Housing	N/A	N/A	91,654	195,976	N/A
Sewer Svc & Use Charge	810,663	1,225,806	1,275,845	1,275,845	4.1%
Storm Sewer Operating	26,015	29,700	32,488	32,488	9.4%
Treatment Plant Operating	N/A	N/A	45,212	45,212	N/A
Capital Funds	27,428,021	30,135,820	32,744,992	34,645,122	15.0%
Total	\$ 37,558,926	\$ 40,823,107	\$ 44,735,949	\$ 45,200,536	10.7%
Authorized Positions	432.50	482.50	484.50	488.50	1.2%

Note: The City of San Jose is in the final year of a three year transition to a Performance-Based Budget. As a main step in the process, all departments and City Council appointees identified their major lines of business or "Core Services" delivered to customers. Departmental budget sections are now presented by Core Services, rather than Programs, with performance measures and adopted budget changes detailed. For fiscal year 2002-2003 (as part of the budget transition), Program information is now only available for the display of 2000-2001 Actual and 2001-2002 Adopted Budget data.

Public Works Department

Budget Reconciliation

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2001-2002):	482.50	40,823,107	9,431,781
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
● Development Review Team	(4.00)	(557,307)	(557,307)
● Tuers Golf Course Senior Construction Inspector	(1.00)	(93,482)	0
● Set up costs for new architect position		(3,000)	(3,000)
● Set up costs for positions related to Fiber Optics Program		(62,000)	(62,000)
● Records Management consultant contract		(25,000)	(25,000)
One-time Prior Year Expenditures Subtotal:	(5.00)	(740,789)	(647,307)
Technical Adjustments to Costs of Ongoing Activities			
● Salary/benefit changes and the following position reallocations:		4,470,926	1,035,487
- Associate Electrical Engineer to Associate Architect			
- Associate Mechanical Engineer to Associate Civil Engineer			
- Civil Engineer to Electrical Engineer			
- Engineering Technician I/II to Sr. Geographic System Specialist			
- Senior Records Clerk to Senior Office Specialist			
- 2.0 Senior Word/Micro Processors to Senior Office Specialists			
● Personal services and non-personal equipment transfer to General Services Department to reflect reorganization of property management and sale of surplus property functions and support "minor public works" projects	(4.00)	(388,492)	(321,632)
● Personal services transfer to Office of the City Manager to support Capital Improvement Program Action Team	(3.00)	(243,452)	(67,536)
● Personal services and non-personal/equipment transfer from Office of Equality Assurance to reflect reorganization of labor compliance functions	14.00	1,252,665	961,242
● Technical adjustment to eliminate non-personal capital budget		(482,390)	0
● Rule 20B Grants (undergrounding utilities)		15,000	15,000
● Changes in vehicle maintenance and operations costs		29,374	28,474
Technical Adjustments Subtotal:	7.00	4,653,631	1,651,035
2002-2003 Forecast Base Program Budget:	484.50	44,735,949	10,435,509

Public Works Department

Budget Reconciliation (Cont'd.)

(2001-2002 Adopted to 2002-2003 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Investment/Budget Proposals Approved			
Plan, Design and Construct Public Facilities and Infrastructure			
- Public Works Fee Program Positions Redeployment	12.76	1,103,671	(107,623)
- Neighborhood Security Act Bond Measure Projects	7.00	553,835	0
- Capital Program Positions Redeployment	0.95	91,318	0
- Changes in Vehicle Maintenance Staffing Levels		(12,000)	(12,000)
Plan/Design/Construct Public Facilities and Infra. Subtotal:	20.71	1,736,824	(119,623)
Regulate/Facilitate Private Development			
- Public Works Fee Program	(12.61)	(1,093,289)	(1,197,611)
- Fiber Optics Program	(3.00)	(223,722)	(223,722)
- Capital Program Positions Redeployment	(0.95)	(94,844)	(94,844)
Regulate/Facilitate Private Development Subtotal:	(16.56)	(1,411,855)	(1,516,177)
Equality Assurance			
- Rebudget: Office Relocation		150,000	150,000
Equality Assurance Subtotal:	0.00	150,000	150,000
Strategic Support			
- Capital Program Positions Redeployment	(0.15)	(10,382)	(54,065)
Strategic Support Subtotal:	(0.15)	(10,382)	(54,065)
Total Investment/Budget Proposals Approved	4.00	464,587	(1,539,865)
2002-2003 Adopted Budget Total	488.50	45,200,536	8,895,644

Public Works Department

Core Service: Plan, Design and Construct Public Facilities and Infrastructure
City Service Area: Strategic Support – City Facilities and Equipment

Core Service Purpose

Plan, design and construct public facilities and infrastructure.

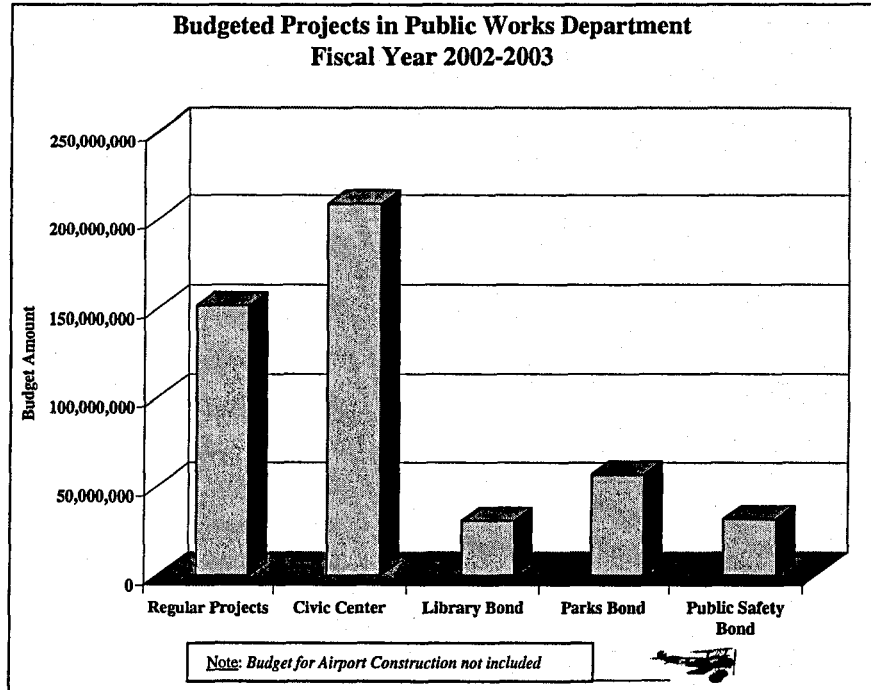
Key Operational Services:

- ☐ **Airport Infrastructure**
- ☐ **Parks and Recreation Facilities**
- ☐ **Public Buildings**
- ☐ **Streets and Transportation Facilities**
- ☐ **Storm Sewers and Sanitary Sewers**

Performance and Resource Overview

Public Works Department's responsibilities in this core service are the planning, design and construction of facilities and infrastructure. This core service supports a number of other City Service Areas, including Aviation, Transportation, Recreation and Cultural Services, City Facilities and Equipment, and Environmental and Utility Services. It is a primary partner in the City Facilities and Equipment CSA.

The Public Works Department continues to experience the impact of a dramatic increase in capital projects, due to the passage of bond funded projects and a need for improved infrastructure. A growing City population requires expanded air travel capacity, improvements in highway and rail transportation, sewer lines, new and improved recreational facilities, and public buildings to house staff to provide the City's services.



Public Works Department

Core Service: Plan, Design and Construct Public Facilities and Infrastructure
City Service Area: Strategic Support – City Facilities and Equipment

Performance and Resource Overview (Cont'd.)

The budgeted amount of projects that are regularly managed by the Public Works Department is anticipated to be approximately \$150 million in 2002-2003. In addition, this core service forecasts an increased workload associated with several projects. These projects include the new Civic Center project and related parking facilities (\$205 million), a bond-funded library (\$31 million), parks and recreation facilities (\$59 million), as well as public safety related (\$31 million) projects. The Department plans to meet this challenge with seven new technical and engineering positions approved as part of this budget and greater use of consultants and experts to deliver capital improvement projects within targets for completion of projects and within budgeted amounts as indicated to City Council.

The performance measures for this core service reflect the importance of delivering construction projects within agreed-upon costs, quality, and time frames to the customers, while keeping staffing costs as low as possible. A total of 14 positions were approved for redeployment to this core service. These positions will assist in reducing the number of backlogged projects and provide timely delivery of current and future projects. The combination of redeployed staff and existing resources will have a positive impact on the performance measurements for this core service by allowing the Public Works Department to maintain the same performance level targets during 2002-2003 as it had established for 2001-2002.

The following are descriptions and/or activities for 2002-2003 in each of the Operational Services under the core service of Plan, Design, and Construct Public Facilities and Infrastructure.

Airport Infrastructure

As a result of the participation by the Public Works Department in the Airport Master Plan and the construction management of Airport infrastructure and facilities, the Airport Infrastructure Operational Service contributes primarily to the following two Aviation Services CSA outcomes *The Airport is the Region's First Choice for Air Transportation Services* and *Travelers Have a Positive Guest Experience While Using the Airport*.

The 2003-2007 Adopted Capital Improvement Program (CIP) reflects a significant reconsideration of how the implementation of the Airport Master Plan is approached, as staff attempts to address the consequences of September 11 and the recent Federal legislation that imposed a number of new mandates that will require a significant capital investment. While the previous 2002-2006 CIP focused on significant transportation, airfield, and parking projects, the current focus of the 2003-2007 Adopted CIP is to develop an Airport that not only meets customer and community needs but also meets the requirements set for security. A \$450 million reserve was programmed in the capital budget to meet the requirements of the recent Aviation and Transportation Security Act. The most important of these is a requirement to perform explosive detection screening on all checked luggage by the end of 2002. In the later years of the CIP, funding is programmed to implement the Consolidated Terminal Concept approved by the City Council in November 2001.

Public Works Department

Core Service: Plan, Design and Construct Public Facilities and Infrastructure

City Service Area: Strategic Support – City Facilities and Equipment

Performance and Resource Overview (Cont'd.)

Airport Infrastructure (Cont'd.)

Additionally, the 2003-2007 Adopted CIP includes \$52 million for traffic mitigation through several projects, including: design of an Airport people mover transit connection between light rail and the Airport; reconfiguration of the Airport's roadway geometry into a one-way loop; as well as the upgrade of selected intersections around the Airport. These projects implement requirements of both the Airport Traffic Relief Act Ordinance approved by the City Council in December 1999, and the Airport Master Plan Environmental Impact Review.

Performance levels were significantly affected by the events of September 11. While the core service still expects to attain a performance level of 75% for the performance measure “% of projects completed within the year originally budgeted for completion,” it is anticipated that continuing uncertainties within the Airport Capital Program may contribute next year to lower than normal attainment of project completion. Based on this, the core service recommends a 2002-2003 performance measure target of 50% for projects completed within the year originally budgeted for completion.

Parks and Recreation Facilities

The Parks and Recreation Facilities Operational Service contributes to the City Facilities and Equipment CSA outcome *Well-Designed Facilities* and also supports the Recreation and Cultural Services CSA Outcome *Safe and Clean Parks, Facilities and Attractions*. The estimated percentage of projects completed within the year originally budgeted for completion in 2001-2002 was 60% and is estimated to continue at this same level for 2002-2003.

The creation of the Parks and Recreation Facilities Division in 2000-2001 allowed the Department to focus efforts on meeting the growing demands of delivering parks and recreation projects in partnership with the Parks, Recreation and Neighborhood Services Department. As part of the 2001-2002 activities to build the new division and meet the challenges of the Parks CIP, the division filled 10 positions approved by Council the previous spring. That addition of staff has resulted in the Division successfully awarding 39 contracts for projects at 46 sites, including 24 Parks Bond funded projects at 31 sites. In order to meet construction management demands of the bond funded projects with City resources, redeployment of existing staff is recommended to support this critical program during 2002-2003. It is the goal of the Department to ensure that all 234 projects with an estimated total funding level of \$67.6 million are delivered on time.

Public Buildings

The Public Buildings Operational Service supports the City Facilities and Equipment CSA outcome *Well-Designed Facilities*. The estimated percentage of projects completed within the year originally budgeted for completion is estimated to increase from 70% in 2001-2002 to 80% in 2002-2003.

Public Works Department

Core Service: Plan, Design and Construct Public Facilities and Infrastructure

City Service Area: Strategic Support – City Facilities and Equipment

Performance and Resource Overview (Cont'd.)

Public Buildings (Cont'd.)

The Public Works Department is responsible for the oversight and construction of public facilities such as branch libraries, air terminals, fire stations and an animal shelter facility. The voters approved the Park and Library Bond Measure in November 2000. The 10-year bond program will consist of \$211 million in library bonds to support the renovation and construction of 20 branch libraries. The Library Bonds Program is in its second year of implementation. Design is underway and site plans completed for the Berryessa and Tully Road branch libraries. Design contracts were awarded for the Alum Rock and Rosegarden branches in June with actual design scheduled to start in July. Two additional branches are scheduled to begin the design phase later in 2002-2003. A site analysis and study to locate the Hillview Branch at Fischer Jr. High School was completed in April and site feasibility studies are underway for new branch libraries in the south and southeast of parts of San Jose. Design is complete on the Blossom Hill Branch. The construction contract was awarded in late May, the groundbreaking was held in late June, and construction will begin in July.

Among the City buildings under design, a major effort involves the design of the New Civic Center. The City Council approved the completed schematic design in September 2000. The Civic Center team is continuing design development to produce construction documents for the first project contract. In keeping with the private sector model of project delivery, the New Civic Center will be built according to the construction manager/multiple prime method. Award of initial construction contracts was scheduled for fall 2001. The commencement of the project, however, was delayed by a legal challenge that has since been resolved. The City Council reviewed several options for the new Civic Center, and in May a final determination was made on its site and design. Groundbreaking is expected to occur by summer 2002 and construction is anticipated to begin in 2002-2003.

San Jose voters approved the Neighborhood Security Act Bond Measure in March 2002. The bond measure totals \$159 million, which will be used to construct eight new fire stations, upgrade 20 existing fire stations, provide four Community Policing Centers, construct a Police Substation in south San Jose and modernize and expand training facilities for Police and Fire personnel. The schedule of projects also includes the construction of a state-of-the-art 911 emergency communication center. The addition of 15 positions was approved to support this new program. The combination of new staff with existing Department resources, redeployed for this purpose, will ensure the timely delivery of this high priority program while maintaining ongoing support to other projects in the Adopted Capital Budget.

Streets and Transportation Facilities

The Streets and Transportation Facilities Operational Service supports the Transportation CSA outcome *Viable Choices in Travel Modes*. The target percentage of projects completed within the year originally budgeted for completion will increase from 70% in 2001-2002 to 75% in 2002-2003.

Public Works Department

Core Service: Plan, Design and Construct Public Facilities and Infrastructure
City Service Area: Strategic Support – City Facilities and Equipment

Performance and Resource Overview (Cont'd.)

Streets and Transportation Facilities (Cont'd.)

The City made an aggressive effort in 2001-2002 to deliver street resurfacing and rehabilitation projects. A project that specifically targets Strong Neighborhoods Initiative areas resurfaced approximately 16 miles of residential streets at a project cost of \$3.8 million. A neighborhood project that rehabilitated four residential streets was also delivered in 2001-2002. The same level of project activity is not expected to continue in 2002-2003 due to funding constraints in the Traffic Capital Program.

Staff was successful in delivering an expanded street light program. Prior to 1998-1999, funding for the street light program was less than \$400,000 per year. In 1999-2000, additional funds were made available to the program, thereby providing \$2.84 million for that year's projects. In 2000-2001, the funding level amounted to \$2.79 million. These years of additional funding have allowed staff to reduce the backlog of minor street light requests (fewer than eight lights needed per request). As with the street resurfacing and rehabilitation projects, the same level of project activity is not expected to continue in the future due to funding constraints in the Traffic Capital Program.

Storm Sewers and Sanitary Sewers








The Storm Sewers and Sanitary Sewers Operational Service supports the Environmental and Utility Services CSA outcome *Reliable Utility Services*. The 900-mile long Storm Sewer System collects storm water, separate from the Sanitary Sewer System, and conveys it to nearby creeks and rivers. A major future work effort for the Storm Program will be the construction management of the Redevelopment Agency funded improvements in the north San Jose area to alleviate major flooding problems. A multi-year rate increase approved in this budget will provide an estimated \$4.9 million (excluding Redevelopment Agency funding) over the next five years for capital improvements in the Storm Sewer System.





The Sanitary Sewer System consists of approximately 2,000 miles of sewer mains. Within the Sanitary Sewer Program, rehabilitation projects are selected based on studies, maintenance records and reports, and actual pipe failures. Expenditures for Sanitary Sewer rehabilitation projects are forecasted to total \$98.5 million over the next five years. Major rehabilitation projects include the 60" Brick Interceptor and the 84" Reinforced Concrete Pipe Interceptor Phase VB projects. The major Sanitary Sewer projects in the 2003-2007 Adopted CIP continue to be those related to the construction and/or rehabilitation of the North San Jose Interceptor System. Additional emphasis is being given to the study, design and implementation of neighborhood serving sanitary sewer rehabilitation projects. In recognition of the Council attention to neighborhood services, \$10.5 million of the rehabilitation monies are being programmed over the next five years to support this neighborhood focus. Projects that reduce the inflow and infiltration of water to the sewage delivered to the Water Pollution Control Plant continue to be emphasized in the Sanitary Sewer Program. These projects help reduce the volume of sewage that is delivered to the Water Pollution Control Plant.

Public Works Department

Core Service: Plan, Design and Construct Public Facilities and Infrastructure
City Service Area: Strategic Support – City Facilities and Equipment

Performance and Resource Overview (Cont'd.)

Plan, Design and Construct Public Facilities and Infrastructure Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 \$ value of change orders as a % of construction costs	-	4.4%	4.7%	4.4%
 % of completed projects with final project costs within 10% of estimated costs	68%	75%	57%	75%
 % of Engineering & Inspection costs compared to total project costs	35%	27%	27%	27%
 % of projects completed within the year originally budgeted for completion	48%	55%	57%	55%
 % of projects completed within the year specified in an award memorandum to City Council	70%	70%	74%	70%
 % of parks construction projects with contract awards within the year originally projected	55%	65%	80%	65%
 % of customers rating design and construction services as good or excellent based on accuracy, timeliness, and quality of final product	70%	80%	80%	80%

Selected Operational Measures	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
 Operational Service: Airport Infrastructure % of projects completed within the year originally budgeted for completion	21%	60%	33%	60%
 Operational Service: Parks and Recreational Facilities % of projects completed within the year originally budgeted for completion	50%	55%	75%	50%
 Operational Service: Public Buildings % of projects completed within the year originally budgeted for completion	58%	70%	72%	75%
 Operational Service: Streets and Transportation Facilities % of projects completed within the year originally budgeted for completion	60%	70%	80%	80%

Public Works Department

Core Service: Plan, Design and Construct Public Facilities and Infrastructure
City Service Area: Strategic Support – City Facilities and Equipment

Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
# of construction projects completed	80	110	66	89
\$ value budgeted for construction projects	\$79.9M	\$180M	\$176M	\$456M
\$ value of change orders	\$6.5M	\$9.2M	\$3.4M	\$6.9M

Plan, Design, and Construct Public Facilities and Infrastructure Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 29,486,261	\$ 31,235,085	N/A
Non-Personal/Equipment	N/A	N/A	349,897	337,897	N/A
Total	\$ -	-	\$ 29,836,158	\$ 31,572,982	N/A
 Authorized Positions	 N/A	 N/A	 326.46	 347.17	 N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Public Works Department

Core Service: Plan, Design and Construct Public Facilities and Infrastructure
City Service Area: Strategic Support – City Facilities and Equipment

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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WELL-DESIGNED FACILITIES

- | | | | |
|--|-------|-----------|-----------|
| 1. Public Works Fee Program Positions Redeployment | 12.76 | 1,103,671 | (107,623) |
|--|-------|-----------|-----------|

This action redeploys 12.76 positions to the Capital Program from the Public Works Development Fee Program. The majority of these positions are engineers and inspectors. The decline in development activity necessitates moving these positions out of the Fee Program in order for the program to achieve 100% cost recovery status. These positions will work on a wide variety of capital and bond funded projects. A total of 3.95 positions will support Parks Bonds and Parks Capital projects, 1.9 positions will support Redevelopment Agency-Edenvale projects, 1.93 positions will support Special District projects, 1.0 position will support Traffic-related Santa Clara Valley Transportation Authority projects, 1.9 positions will support Metcalf Energy Center Projects, 0.95 Civil Engineer will support the implementation of the Public Safety Bond project and 1.13 will support a wide variety of capital projects. (Ongoing cost: \$1,103,671)

Performance Results:

Quality Ensures the effective coordination of all project activities for capital projects and that the capital projects will meet the needs of the project areas. **Cycle Time** Contributes to the attainment of the core service performance measurement target of 55% of projects completed within the year originally budgeted for completion and the Operational Services performance measurement target of 60% of Parks and Recreational Facilities projects completed within the year originally budgeted for completion.

- | | | | |
|--|------|---------|---|
| 2. Neighborhood Security Act Bond Measure Projects | 7.00 | 553,835 | 0 |
|--|------|---------|---|

This action adds 7.0 new positions (Analyst, Associate Construction Inspector, Civil Engineer, Associate Civil Engineer, Mechanical Engineer, Associate Architect, and Building Inspector) to provide additional staffing necessary to perform both the project management support and the design and construction for Neighborhood Security Act Bond Measure Projects. The projects consist of the construction of eight new fire stations, upgrade of 20 fire stations, construction of a new Fire training Center, a new Police Substation, a new Driver Training Facility, four new Community Police Centers, and a 911 communications system upgrade. (Ongoing cost: \$568,331)

Performance Results:

Cycle Time 90% of the bond funded projects will be delivered within the year budgeted for completion.

Public Works Department

Core Service: Plan, Design and Construct Public Facilities and Infrastructure
City Service Area: Strategic Support – City Facilities and Equipment

Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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WELL-DESIGNED FACILITIES (CONT'D.)

3. Capital Program Positions Redeployment	0.95	91,318	0
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This action redeploys portions of several primarily technical positions (0.95) from the General Fund to the Capital Program to ensure delivery of critical Traffic Capital and Redevelopment Agency projects that are projected for next year. These positions currently provide support to a wide range of capital programs and will assist with project management and coordination activities during 2002-2003. This action will move the positions from the Regulate/Facilitate Private Development Core Service to this one. This action also redeploys an Associate Architect from the General Fund to the Capital Improvement Program to help the Department focus on Parks Bonds projects, Rincon Storm System Improvements, North Coyote Valley Infrastructure, and projects yet to be identified as part of the Strong Neighborhoods Initiative. The Associate Architect position remains in this core service. (Ongoing cost: \$91,318)

Performance Results:

These redeployments will have no adverse service level impact on General Fund activities as they currently are focused on capital projects. **Quality** Ensures the effective coordination of all project activities for capital projects and that the capital projects will meet the needs of the project areas. **Cycle Time** Contributes to the attainment of the core service performance measure target of 55% of projects completed within the year originally budgeted for completion and the operational services performance measure target of 60% of Parks and Recreational Facilities projects completed within the year originally budgeted for completion.

4. Changes in Vehicle Maintenance Staffing Levels	(12,000)	(12,000)
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This savings results from an increase in the vacancy factor for General Services Department vehicle maintenance staffing. This will generate \$12,000 in the Public Works Department and will reflect a likely downsizing of the fleet resulting from an audit currently in progress of the vehicle program. General Services will mitigate the reduction by managing its vacancies and determining which vacancies are critical to be filled, redeploying resources to key positions and reducing or eliminating critical services. (Ongoing savings: \$12,000)

Performance Results:

Cycle Time If the fleet is not downsized, reductions in Fleet staffing level will cause cycle times for preventive maintenance and minor repairs to increase.

2002-2003 Adopted Core Service Changes Total	20.71	1,736,824	(119,623)
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Public Works Department

Core Service: Regulate/Facilitate Private Development
City Service Area: Economic and Neighborhood Development

Core Service Purpose

Review of private development to ensure that new development contributes to the safety and welfare of the citizens as well as the City's economic development.

Key Operational Services:

- | | |
|---|---|
| <input type="checkbox"/> Grading Permits | <input type="checkbox"/> Development Application Review |
| <input type="checkbox"/> Public Improvement Permits | <input type="checkbox"/> Assessment Engineering |
| <input type="checkbox"/> Traffic Reports | <input type="checkbox"/> Utility Permits |
| <input type="checkbox"/> Inspection | <input type="checkbox"/> Underground Service Alert |
| <input type="checkbox"/> Subdivision Maps | |

Performance and Resource Overview

There are three components to this core service: Development Plan Review and Inspection which processes planning permits and develops conditions of approval; Assessment Engineering which administers projects funded by municipal financing districts; and the Utility Program which reviews and issues permits to utility companies. This core service is operated on a cost recovery basis and requires the flexibility of adding temporary positions in response to fluctuations in development activity.

All of the operational services under the core service of Regulate/Facilitate Private Development contribute to the Economic and Neighborhood Development City Service Area's outcome *A Safe, Healthy, Attractive and Vital Community*.

The performance measures for this core service focus on the ability to provide complete, cost effective, and timely review of private development and utility projects. The target for 2002-2003 is to achieve a 100% cost recovery rate while responding to service requests within committed turn around times and achieving a customer rating of good or excellent at least 75% of the time.

To achieve an effective measurement for quality, the "% of projects that receive thorough, complete, and consistent processing in the first cycle of the staff review process" was developed and measured. This measure is obtained by having the Senior Civil Engineers who supervise the development and utility project teams rate reviewed plans prior to returning them to developers or utility companies' engineers. The ratings are a standardized reflection of the plan reviewers' attention to Public Works standards for such items as construction details, plan completeness, implementation of all project requirements, and standard plan conventions. To measure customer service, all customers who have obtained approved permits in 2001-2002 received surveys relative to the type of service they received. The surveys included questions on satisfaction with services, cost of services, and cycle time. The surveys also included open-ended questions for detailed comments and suggestions.

Public Works Department

Core Service: Regulate/Facilitate Private Development

City Service Area: Economic and Neighborhood Development

Performance and Resource Overview (Cont'd.)

To measure cycle time for services provided, a database was created to track individual plan reviews. Staff logs in plan reviews when received from customers and logs out plan reviews when returned to customers. Using this data, a comparison is made between the actual cycle times and pre-established cycle times as accepted by representatives of the development community. In addition, the customer surveys provide an opportunity for customers to comment on what they believe should be the cycle times.

The Public Works fee program is intended by City Council to recover 100% of the cost of development plan review and inspection. Revenue in 2001-2002 dropped significantly from previous levels, with 2002-2003 revenue estimated to continue at the same reduced level as 2001-2002. The combination of an approved program fee adjustment and redeployment of existing staff to the capital program are included to ensure that the development fee program will be at full cost recovery for 2002-2003.

The Development Plan Review and Inspection component of the core service processes all planning permits and development conditions of approval. Prior to 2001-2002, workload measured by development revenues had increased steadily from approximately \$3.35 million in 1994-1995 to \$7.2 million in 2000-2001 due to the strength of the local economy and the demand for housing and commercial space. The core service experienced a significant decline in development revenues during 2001-2002 from the levels of prior years and estimated \$5.6 million in revenues for the year. The core service anticipates development workload will continue to track at 2001-2002 levels, but projects \$6.35 million in development revenues in 2002-2003 as a result of fee adjustments and new fees approved by Council.

Assessment Engineering administers projects funded by municipal financing districts. Activities include preparing plans and specifications, awarding contracts, inspecting construction, collecting and accounting for assessment payments and maintaining public infrastructure improvements. Currently, this group manages five Community Facilities Districts, 10 Maintenance Assessment Districts, and 15 Improvement Districts. This operational area is also responsible for some projects funded by the Redevelopment Agency, including improvements in the Edenvale area.

Utility Services reviews plans, issues permits and inspects work done by utility and telecommunications companies. Staff also prepares a five year plan for Council approval to install underground facilities using PUC Rule 20A and Underground In-Lieu Fees.

Performance Measure Development

The core service adjusted its performance measures for 2002-2003 to align more effectively with the performance measures of the other primary partners within the Economic and Neighborhood Development CSA. As a result, a consistent measure for each of the four key measurement areas (quality, cost recovery, cycle time, and customer service) will be utilized by core

Public Works Department

Core Service: Regulate/Facilitate Private Development

City Service Area: Economic and Neighborhood Development

Performance and Resource Overview (Cont'd.)

Performance Measure Development (Cont'd.)

services of the Public Works, Planning, Building, and Code Enforcement, and Fire Departments during 2002-2003. Each department will measure its performance and results in the four key measurement areas based on three service categories: Development Review, Plan Check, and Inspection. The goal of this realignment of performance measures is to ensure that performance among the various core services within the CSA can be evaluated based on consistent measurement categories.





For this core service, the performance measure for quality was changed from “% of plans with a consistency and completeness of review rating of good or excellent” to “ % of projects that receive thorough, complete, and consistent processing in the first cycle of the staff review process.” The performance measure for cost recovery was changed from “% of cost recovery” to “% of estimated fee revenue to development fee program cost.” The performance measure for cycle time was changed from “% of service requests responded to within pre-established and/or committed turn around times” to “% of time staff responses to applicants are within established time standards.” Finally, the performance measure for customer service was changed from “% of customers rating satisfaction with services, cost of services, and cycle time provided as good or excellent” to “% of process participants rating service as good or excellent.”

Public Works Department

Core Service: Regulate/Facilitate Private Development

City Service Area: Economic and Neighborhood Development

Performance and Resource Overview (Cont'd.)

Regulate/Facilitate Private Development Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of projects that receive thorough, complete, and consistent processing in the first cycle of the review process:				
Development Review	-	-	New Measures	TBD*
Plan Check	-	-		TBD*
Inspection	-	-		TBD*
 Ratio of current year fee revenue to development fee program cost	100%*	90%*	89%*	100%*
Selected cycle time measures for				
 Development Services:	64%	75%	55%	60%
Planning application responses within 3 weeks			55%	60%
Plan Check processing targets met**			55%	60%
Inspection responses within 48 hours of request			N/A	60%
 % of Development process participants rating service as good or excellent	77%	75%	75%	75%
Development Review			75%	75%
Plan Check			75%	75%
Inspection			75%	75%

* See Performance Measure Development for explanation

** Targets are 2 to 4 weeks depending on size of projects

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Fee program revenue	\$7,527,483	\$7,487,000	\$5,600,000	\$6,355,710
Fee program costs	\$6,954,694	\$8,338,000	\$6,277,207	\$6,355,710
Number of Development Improvement Plans reviewed for consistency and completeness	51	70	80	80
Number of Utility Permit Plans reviewed for consistency and completeness	-	80	-	-
Number of customer surveys returned	247	220	120	150
Number of customers surveyed with a rating of good or excellent	166	173	90	115
Service requests received	3,552	3,250	3,250	3,250
Service requests responded to within pre-established and/or committed turn-around times	2,897	2,600	1,800	2,100
Number of feet of utility lines undergrounded	6,600	10,000	11,480	13,340
Number of underground service alert requests received	24,300	26,000	27,000	30,000

Public Works Department

Core Service: Regulate/Facilitate Private Development

City Service Area: Economic and Neighborhood Development

Performance and Resource Overview (Cont'd.)

Regulate/Facilitate Private Development Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 7,343,407	\$ 5,931,552	N/A
Non-Personal/Equipment	N/A	N/A	227,420	227,420	N/A
Total	\$ -	-	\$ 7,570,827	\$ 6,158,972	N/A
Authorized Positions	N/A	N/A	83.92	67.36	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY

1. Public Works Fee Program	(12.61)	(1,093,289)	(1,197,611)
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In order to bridge the gap between anticipated revenues in 2002-2003 of \$5.6 million and expenditures of \$7.9 million while aligning staffing levels with customer service demands in the Public Works fee program, several actions were approved: redeployment of 12.61 positions that work in the Public Works Fee Program to various Capital and bond projects; an increase to existing fees to raise revenue by an anticipated 7.2%, or \$404,000; and the establishment of new fees, which have been adopted through the fees and charges process. This action will also transfer the 12.61 positions from this core service to the Plan, Design, and Construct Public Facilities and Infrastructure Core Service. Ongoing savings: (\$1,093,289)

Performance Results:

Cost This action will reduce resources to match the projected workload for the Public Works Fee Program while maintaining customer service performance levels.

Public Works Department

Core Service: Regulate/Facilitate Private Development

City Service Area: Economic and Neighborhood Development

Budget Changes by Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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SAFE, HEALTHY, ATTRACTIVE AND VITAL COMMUNITY (CONT'D.)

2. Fiber Optics Program	(3.00)	(223,722)	(223,722)
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This reduction eliminates three vacant positions (one Senior Construction Inspector and two Associate Construction Inspectors) that are part of the Fiber Optics Program. These positions were funded through cost reimbursements from cable operators, and due to the Fiber Optics Program proceeding at a slower pace than anticipated, the elimination of the positions will bring costs for the program in alignment with lower than anticipated revenues. (Ongoing savings: \$223,722)

Performance Results:

There will be no service level impact as a result of this reduction. Because activity levels within the Fiber Optics program have been considerably less than anticipated, this reduction will more accurately align staffing levels with projected activity.

3. Capital Program Positions Redeployment	(0.95)	(94,844)	(94,844)
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This action redeploys portions, for a total of 0.95 positions, of several primarily technical and engineering positions from the General Fund to programs funded by the Capital budget to ensure delivery of critical Traffic Capital and Redevelopment Agency projects that are scheduled for next year. These positions currently provide support to a wide range of capital programs and will assist with project management and coordination activities during 2002-2003. This action will more accurately align the positions with their appropriate Capital Budget funding sources. The redeployment will also move the positions from this core service to the Plan, Design, and Construct Public Facilities and Infrastructure Core Service. (Ongoing savings: \$94,844)

Performance Results:

This action will have no impact to current service levels.

2002-2003 Adopted Core Service Changes Total	(16.56)	(1,411,855)	(1,516,177)
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Public Works Department

Core Service: Equality Assurance

City Service Area: Strategic Support- City Facilities and Equipment

Core Service Purpose

To ensure that proper compensation and benefits are paid to workers performing work on City and Redevelopment Agency funded construction and housing contracts and City funded service and maintenance contracts.

Key Operational Services:

- ☐ **Monitor, Investigate, and Resolve Labor Compliance Violations**
- ☐ **Staff the Human Rights Commission**

Performance and Resource Overview

As a primary partner to the Strategic Support - City Facilities and Equipment City Service Area, Equality Assurance staff is responsible for monitoring and enforcing prevailing and living wage requirements. This includes: draft classification determinations; wage surveys; review of contractors' certified payroll submittals; on-site interviews of workers; investigation and resolution of classification, wage and benefit discrepancies and complaints; and providing assistance and training to the contracting community and City staff.

To carry out the Equality Assurance responsibilities, 14 authorized positions are divided into two teams: a Construction Team and a Service and Maintenance Team. Funding sources for these positions include the General Fund, the Airport, Housing and Capital funds.

Levels of activity within this core service continue to remain high and will continue to increase over the next several years as construction begins on projects associated with passage of the Library, Park and Neighborhood Security Act Bond measures, as well as the Airport, Affordable Housing, Civic Center, and Redevelopment Agency projects. Staff continues to make concerted efforts to educate and train interested contractors and their staffs on prevailing wage and living wage reporting requirements with good results. In 2000-2001, 84% of construction projects closed had no identified labor compliance violations. It is anticipated that by the end of 2001-2002, 85% of the construction projects requesting to be closed will have no identified labor compliance violations.





For 2002-2003, staff will continue to monitor construction, housing, service and maintenance contracts proactively for labor compliance. It is anticipated that the percentage of service and maintenance classification determinations issued within three days of a department request will increase from 80% to 90%.

Public Works Department

Core Service: Equality Assurance

City Service Area: Strategic Support- City Facilities and Equipment

Performance and Resource Overview (Cont'd.)

Equality Assurance Performance Summary	2000-2001 Actual	2001-2002 Target	2001-2002 Estimated	2002-2003 Target
 % of construction projects completed and closed without labor violations	84%	90%	85%	90%
 \$ per contract monitored	\$817	\$1,000	\$1,000	\$1,000
 % of service and maintenance classification determinations issued within 3 days of department request	59%	90%	80%	90%
 % of customers who feel they received courteous treatment and timely service from their interaction with Equality Assurance Staff*	TBD	TBD	TBD	TBD

* No data as this question was not included on the 2001 survey.

Activity & Workload Highlights	2000-2001 Actual	2001-2002 Forecast	2001-2002 Estimated	2002-2003 Forecast
Number of contracts monitored	1255	1000	1500	1600
Number of labor compliance violations identified	51	80	80	80
Number of contractors' employees owed restitution	320	350	500	500
Total \$ amount of restitution owed to employees	\$411,970	\$450,000	\$475,000	\$475,000
Number of contractors recommended for debarment	3	5	1	3
Number of new City of San Jose certified Minority Business Enterprises and Women Business Enterprises	36	50	20	0

Public Works Department

Core Service: Equality Assurance

City Service Area: Strategic Support - City Facilities and Equipment

Performance and Resource Overview (Cont'd.)

Equality Assurance Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	N/A	N/A	\$ 1,215,350	\$ 1,215,350	N/A
Non-Personal/Equipment	N/A	N/A	37,315	187,315	N/A
Total	\$ -	-	\$ 1,252,665	\$ 1,402,665	N/A
Authorized Positions	N/A	N/A	14.00	14.00	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

Budget Changes by Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
WELL DESIGNED FACILITIES			
1. Rebudget: Office Relocation		150,000	150,000
The rebudget of unexpended 2001-2002 funds will allow the Department to complete the purchase of items needed for the relocation of the office from City Hall to 4 North Second Street. The items include additional filing cabinets, bookcases, chairs, lighting, electrical outlets, printers, and panel reconfiguration. (Ongoing cost: \$0)			
Performance Results: N/A (Final Budget Modification)			
2002-2003 Adopted Core Service Changes Total	0.00	150,000	150,000

Public Works Department

Strategic Support

Strategic Support represents services provided within departments that support and guide the provision of the core services. Strategic support within the Public Works Department includes:

- | | |
|--|---|
| <input type="checkbox"/> Real Estate | <input type="checkbox"/> Financial and Contractual |
| <input type="checkbox"/> Materials Testing Laboratory | Administration |
| <input type="checkbox"/> Surveying Services | <input type="checkbox"/> Computer Services |
| <input type="checkbox"/> Infrastructure and Mapping | <input type="checkbox"/> Employee Services |

Performance and Resource Overview

Strategic Support within the Public Works Department provides the following services:

Real Estate

Provides quality and cost effective real estate services in a timely manner to City departments and the Redevelopment Agency. Services are performed while assuring the City's compliance with applicable local, state, and federal government laws and regulations. Services include appraisal, acquisition, relocation, site feasibility analysis, and special projects.

Materials Testing Laboratory

Provides pavement design and evaluations of existing roadway sections, geotechnical investigations and log of boring, plans and specification review, construction materials submittal review, plant inspection, field and laboratory testing of construction materials and development of new material specifications and testing methods.

Surveying Services

Provides construction survey services for City streets, City-owned water facilities, Storm and Sanitary Sewers, Airport and other City facilities. Prepares topographic base maps, plats and descriptions and record of surveys. Performs property ownership research and property line determinations in conjunction with property acquisitions and disputes.

Infrastructure and Mapping

Updates the City's Geographic Information System base maps, the Capital Improvement Project database and web page and coordinates the Infrastructure Management Systems. The base maps include data on parcels, streets, storm sewers, sanitary sewers, water lines and streetlights.

Public Works Department

Strategic Support

Performance and Resource Overview (Cont'd.)

Financial and Contractual Administration

Provides fiscal management, accounting services, budget analysis, and centralized contract administration for the Public Works Department. Assists the public with construction issues and invites construction project bids through a bid hotline and the Internet.

Computer Services

Supports the Department's information technology needs through planning, evaluating, purchasing, implementing, and supporting the Department's network infrastructure and computer systems, and by acquiring, developing and maintaining software applications and databases.

Employee Services

Provides recruitment, hiring and promotion services to support all functions of the Department as well as maintenance of all Department personnel files and related information. Training support and monitoring, maintenance of Department training library, oversight of employee safety and ergonomics programs, and direction of the Employee Recognition Program are also provided to the Department staff.

Strategic Support Resource Summary	2000-2001 Actual 1	2001-2002 Adopted 2	2002-2003 Forecast 3	2002-2003 Adopted 4	% Change (2 to 4)
Strategic Support Budget *					
Personal Services	N/A	N/A	\$ 5,731,943	\$ 5,721,561	N/A
Non-Personal/Equipment	N/A	N/A	344,356	344,356	N/A
Total	\$ -	-	\$ 6,076,299	\$ 6,065,917	N/A
Authorized Positions	N/A	N/A	60.12	59.97	N/A

* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Strategic Support. Note that additional resources from City-Wide Expenses, Special Funds and/or Capital Funds may also contribute to Strategic Support performance, yet are displayed elsewhere in this budget.

Public Works Department

Strategic Support

Strategic Support Budget Changes

Adopted Strategic Support Changes	Positions	All Funds (\$)	General Fund (\$)
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WELL-DESIGNED FACILITIES

1. Capital Program Positions Redeployment	(0.15)	(10,382)	(54,065)
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This action redeploys portions of a Word/Micro Processor (0.14), a Principal Account Clerk (0.15), an Administrative Officer (0.04), Real Property Agents (0.24), and Supervising Real Property Agents (0.08), that are currently funded in the General Fund to projects funded by the capital budget. These positions currently work on Capital projects, and the redeployment will more accurately align the positions with their appropriate funding sources. All but the 0.15 portion of the Principal Account Clerk remain in Strategic Support, while the portion of the Principal Account Clerk moves to the Plan, Design, and Construct Public Facilities and Infrastructure Core Service. (Ongoing savings: \$10,382)

Performance Results:

This action will have no impact to current service levels.

2002-2003 Adopted Strategic Support Changes Total	(0.15)	(10,382)	(54,065)
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